

# PRINTERS' INK

Registered U. S. Patent Office  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CLI, No. 8

NEW YORK, MAY 22, 1930

10c a Copy



## Subconscious



THE PURCHASE, or the building, of a home is the largest single expenditure made by the average man in his lifetime.

When that time comes he does not rush out and buy with the quick impulse of one trying out a new breakfast food. Rather, he spends weeks and months in calculation, investigation and comparison. His specifications include items he has thought about, maybe, for years.

The advertising of the Oak Flooring Bureau is designed with the future in mind, as well as the present. Its purpose is educational. The mediums selected are those read by a prosperous class—those likely,

some time, to buy or build. The copy has no pressing selling urge. Rather, it is written to mould opinion favorably to flooring that is at once beautiful and durable; flooring that is economical both in original cost and up-keep; floors that will add salability to property which some time may be on the market.

This desire may find its expression now or in the future. It may be months or years before the present prospect will become a purchaser. Meanwhile, advertising is laying a foundation for Oak Flooring sales that soon, or late, will be brought to book.

**N. W. AYER & SON, Incorporated**

ADVERTISING HEADQUARTERS  
WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London

# FEDERAL

Advertising Agency, Incorporated  
NEW YORK

\*

## Practising The Interrupting Idea in Advertising and Selling

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THE INTERRUPTING IDEA is a thought so expressed in advertising that it interrupts the reader, focuses his attention, registers in his memory and impels him to buy—AND, it is demonstrable at the point of sale.

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# PRINTERS' INK

*Registered U. S. Patent Office*

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CLI

NEW YORK, MAY 22, 1930

No. 8

## How Packard Lessens Unemployment by Budgeting Sales

No Peaks and Hollows Under This Plan, and Men Have Work Even in Times of Depression

By G. A. Nichols

WHAT is going to be done about unemployment—the unhappy result of the business recession which is now lessening the country's buying power? Here is a constructive thought which a PRINTERS' INK representative got the other day while in conversation at Detroit with Alvan Macauley, president of the Packard Motor Car Company:

Suppose that during this month of May any considerable number of manufacturers would budget their sales for the next twelve months—meaning the volume that they have a right to expect to be able to get into the consumer's possession during that time—and then, beginning with June 1, produce one-twelfth of this merchandise each month during the year.

If this could be done, it is obvious that many thousands of men who are now idle or working on a greatly reduced schedule would be profitably employed at once and that sales throughout the range of general merchandise would immediately increase. Not so many men would be at work as during the peak periods of last year, but more would be working than are working now, and the net beneficial effect upon business as a

whole would be greater than could be conveyed by tons of propaganda and talk.

Is this sort of plan practical and



*Alvan Macauley*

would it work? It has proved entirely practical and profitable as well; and it is working for the Packard company. There is in operation at the big Detroit automobile factory what Packard is pleased to call its "Level Production Program" which it has been

using for some years. Packard, the same as all other motor car manufacturers, is not producing as many cars this year as in 1929, although the drop from last year's level is relatively small. But, of the number of cars it will produce during 1930 it is turning out one-twelfth each month, regardless of current sales requirements.

Packard applied its program last November when, judging by apparent marketing conditions as they existed at that time, there seemed to be no immediate need of making any automobiles at all. It has consistently kept up the program ever since. The outcome has been that some 10,500 men employed in the plant have had and are having steady work—a condition to which, barring unforeseen developments, they can look forward for the remainder of the twelve-month period.

Mr. Macauley was reluctant to talk about the Packard level production plan, giving as a reason that he did not want to seem to be presuming to set up a program for the rest of the country to follow at the present rather critical time. He recognizes it as only ordinary business sense for manufacturers in all lines to curtail their production in a way that would make it fit in with the selling outlook. And whether this curtailment should take the form of arbitrarily shutting down factories, or nearly that, as against that time when the advertising and sales departments might be able to cut through the consumer's disinclination to buy, he recognizes as a matter for the individual manufacturer to decide for himself. Nevertheless, accepting the suggestion that an outline of the Packard program would at least give a valuable thought to American business at the present time, he did consent that **PRINTERS' INK** should discuss it.

"Beginning with November 1," Mr. Macauley said, "we decided upon the probable number of Packard cars we thought we could sell during the ensuing twelve months, divided this number approximately by twelve, and then proceeded immediately to produce

cars on that monthly basis. We did not expect to sell more than a nominal part of our production the first month or the second; but we did expect to sell it during the year.

"If we had based our production program on the current demand for cars last November and December only, comparatively few of our employees would have been at work, and we then would have been saying, in effect, that we expected to sell substantially no Packard automobiles during 1930. We reduced our working staff by a certain percentage which would enable us to produce the cars we expected to sell during the year and then we proceeded with confidence. If conditions were such that our selling budget could not be met, we could reduce still further if such action seemed to be necessary; on the other hand, we could increase our production on the same basis. There is not the least thing mysterious about all of this; rather, it seems to us to be the logical and most efficient way to build a product for which there is a seasonal demand."

#### *Not Sentimentality but Economics*

Mr. Macauley made it plain that he is posing neither as a sociologist nor a philanthropist. This big thing his company has done to reduce unemployment in the Packard plants has come strictly as a matter of cold, hard-headed business. He is against paternalism in the conduct of an industrial business as much as he opposes Governmental paternalism in relation to business in general. His thought is that unemployment, which for generations has been regarded as pretty much of a necessary evil, is one of those economic problems that can be solved only through logical economic processes. And the employer who solves it is not to be classed as a philanthropist; he is not giving anybody anything; when he budgets his sales so as to afford steady work for his men, he is helping himself first of all.

Happy and satisfied employees who can look ahead with confidence for a reasonable time into the future and know that the wolf

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# Shooting

## THE INDUSTRIAL SUN



BESIDES designing and building those advertising ships that carry our clients' cargoes to many lands, we have also something of a hand in their navigation.

Our business is largely an art—but it has to be a science, too. The course of an advertising campaign is determined by continuous scientific study of the facts that surround and control the sales of the product.

Shooting the industrial sun from the two hemispheres where our twelve offices are located, helps us to know the latitude and longitude of our clients' business progress. That is what we have been interested in for eighteen years. How but on their ships does our own success travel?



THE **H·K·McCANN** Company  
ADVERTISING • NEW YORK  
CHICAGO  
CLEVELAND • SAN FRANCISCO • DENVER  
SEATTLE • LOS ANGELES • TORONTO  
MONTREAL • VANCOUVER • WINNIPEG  
LONDON • PARIS • FRANKFURT a. M.

is not coming to the door can make better merchandise; their efficiency and usefulness will be increased. This means that the organization employing them will make more money. Economics, pure and simple; no sentimental nonsense about the brotherhood of man or the milk of human kindness; no following of the vicious dogma that just because a man happens to be placed upon this footstool somebody owes him a living.

This seems to be the foundation of the Packard level production plan. It ought to make instructive reading for those well meaning theorists, politicians and otherwise, who talk so glibly about the Government stepping in at the present rather critical state of things and forcing big business, so-called, to put into effect radical plans which, in their fertile imagination, can guard against unemployment and drive away the specter of indigent old age.

These gentlemen, in their loose thinking, do not seem to remember that money has to be made before it can be spent and that it must be earned before it can be paid. A manufacturer cannot be expected to keep on producing goods—automobiles, for instance—in excess of his sales capacity just for the worthy purpose of keeping people in work. No matter how kindly and well disposed he may be and whatever are his habits as regards giving away his own personal money, his business cannot be influenced too much by the baby's need for shoes, or by the fact that the landlord is getting impatient about his rent.

Nevertheless, unemployment could be reduced to a very large extent in this country, beginning this very day, if manufacturers would get away from their present unwise production methods and do as Packard has done. In that case there would be an even production program—instead of running up to the very limit of capacity when the sales peak is high, then ruthlessly throwing men off of work when the sales peak flattens; going up and down, up and down, as the momentary sales curve

seems to demand. This is the thing, according to the Packard idea, that works a serious and an unnecessary hardship upon factory employees. Even so, the solution is economic rather than sentimental or legislative.

"A period of heavy selling comes," Mr. Macauley said, "and in this case the plan of some manufacturers seems to be to rush production to keep the factory running day and night and perhaps Sundays to meet the demand of the moment. This cycle runs its course and then the plant is shut down, or nearly so, leaving the employees, for the time, to their own resources; they can just struggle along some way or other until another seasonal busy time comes when an effort is made to proceed under forced draft as before. There is something fundamentally wrong, incredibly unwise, and dangerously unscientific in this sort of procedure.

"In the Packard business, before our production year starts, we gather from every available source data as to the business outlook and the probable demand for our automobiles during the coming months. These data are carefully analyzed and our production program made carefully. It is difficult accurately to estimate a year in advance what the total production—and hence the average monthly production—should be, but it is the approximate theory upon which we work out our manufacturing program. Using it, we are able to determine the maximum and minimum stock of cars we wish to have on hand.

#### Calculating Year's Sales Carefully

"The basis of our plan is to calculate carefully from all the data on hand as nearly as possible what our expected sales will be for the next year, and to divide this total by twelve, as I have already explained, to arrive at the monthly production rate. We use every statistical device which we have accumulated through the years in order that we may arrive as closely as possible to the right figures. Before the production program for any one year is deter-

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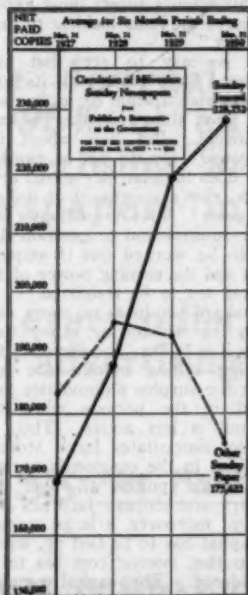
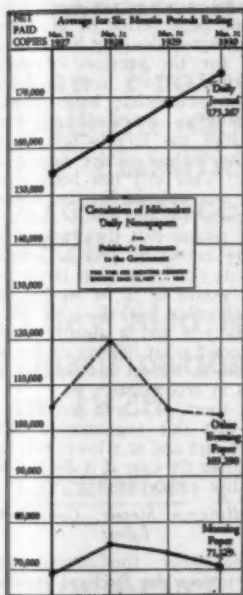
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# The Circulation Trend of Milwaukee Papers

The record of years is the best test of circulation growth, and measured against that test—The Milwaukee Journal is the *only* Milwaukee newspaper that has gained circulation in the past two years! The second Milwaukee papers, daily and Sunday, have even fewer readers than in 1927, as shown in the chart below.



The steady trend to The Journal is evidence of stable home circulation and assurance of an ever broadening market for Journal advertisers. With circulation already greater than that of the other two Milwaukee newspapers combined, The Journal is the only Milwaukee newspaper offering growing circulation, and thorough coverage of Milwaukee trading area, daily and Sunday.

**THE MILWAUKEE JOURNAL**  
FIRST BY MERIT

mined, we carefully weigh and analyze many elements, including our vast experience, our plans for the future and the probable competitive desirability of our product. We give full recognition to probable economic conditions and business forecasts which are as reliable as human data can be. If the yearly program thus arrived at proves to be too conservative, it can easily be expanded. In a word, budgeting sales is merely carrying a long established organization principle into the distribution field. It is true that circumstances may upset such a forecast, but all manufacturers must expect to accept the risks incident to their industry."

It is easy to see that this budgeted sales plan, with its consequent stabilization of production, is a good thing for the Packard employees. But how about the company? Or, to put it another way, does the plan pay actual dividends from a standpoint of dollars and cents? This is obviously another fundamental proposition that has to be worked out if employment and the earning power of the worker are to be stabilized.

Packard produces no more cars when the demand is heavy than when it is light. The demands for the big selling months are met from the surplus automobiles produced in the periods when the demand is less active. This, of course, necessitates large storage facilities in the company's various distribution points all over the country and storage facilities cost money; moreover, a large amount of capital has to be tied up, which means that interest cost has to be considered. The capital requirements are met through the creation of a reserve fund which finances the keeping of production on an even keel regardless of how small current demand may be. But, at best, there is a cost involved here which would not be encountered if circumstances were such that the production, large or small, as the case may be, could be sold pretty much as made.

Looking at the other side, however, the company has found that this cost is more than offset by

savings it makes in production charges through the elimination of periodical spurts and slumps in plant operation and thus stabilizing the employment and earning power of the workmen. These add vastly to the contentment and efficiency of the employees. Moreover, there is a lessening of turnover in labor, which is always expensive. Each year since the adoption of the level production program, Packard has had a constantly decreasing rate of labor turnover, and anybody who hires large numbers of employees knows what this means.

Another advantage is that having no peak period of production, the company does not have to compete for the services of skilled workmen. There have been times in the automobile business when the building of an adequate working staff has largely been a case of the highest bidder getting the men. This evil has been practically non-existent in the Packard company for the good and sufficient reason that the Packard employee knows his work is steadier and his yearly earnings larger than they would be if he worked only at irregular periods. He has a steady job and a steady income; he knows what he may expect, and is able to budget his personal affairs in accordance.

In short, it is not too much to say that this organization makes better cars and at a lower cost than would be the case if it did not thus stabilize employment.

#### *Selling—a Steady, Consistent Effort*

One other fundamental thing that makes the Packard stabilization plan so successful and so apparently profitable from the standpoint of both the company and the employee is that the selling is done on the basis of steady, consistent effort rather than by the use of periodical pyrotechnics and seasonal "drives." Here is an organization with an aggressive sales and advertising program; the Packard selling division is simply running over the brim with fight and aggressiveness. No slacking is per-

(Continued on page 158)

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**New England's Second Largest Market**

Classified advertising is an excellent barometer of the public's opinion of the pulling power of the newspapers in a community.

The Providence Journal-Bulletin carried 95% of all the classified advertising in Providence newspapers in 1929.

They also led in every other classification of advertising in 1929.

**Circulation 128,158 Net Paid**

**PROVIDENCE JOURNAL COMPANY**

**PROVIDENCE, R. I.**

**REPRESENTATIVES**

**CHAS. H. EDDY COMPANY**  
New York

Chicago

**R. J. BIDWELL COMPANY**  
San Francisco

Seattle

Boston

Los Angeles

# Write It with a "Whoosh"— Read It with a "Humph"

A Copy Writer Can Be Creative, and He Can Be Critical, But Not at the Same Time

By Ernest S. Green, Jr.

**S**EATED at his desk, a copy writer is turning loose a surging torrent of words. He is producing at an almost violent rate. He is getting his back and shoulders into it. He drives an impatient pencil across line after line of yellow paper. Sentence follows sentence with break-neck speed at such times. Writing with a Whoosh, you might call it.

Later the same man pores over a sheet of typing his stenographer has just brought him. His brow is wrinkled. His air is that of an enemy of mankind. Now and then he indulges in a grunt of disgust, a slow, skeptical shaking of the head. Reading with a Humph, you might say.

Is the ideal advertisement, then, one that is written with a Whoosh and read with a Humph before the general reader gets a look at it? Such a definition is a useful springboard for a plunge into a copy discussion. And aiming at an ideal will do a copy writer no harm—if it's an *advertising* ideal rather than a purely literary one.

Behind the somewhat grotesque masks of Whoosh and Humph, the reader has by now discerned the phizzogs of two old and familiar acquaintances, the Creative Function of the copy writer and the Critical Function. For the copy writer has both, poor man; whether officially or otherwise; whether he likes it or not; whether he knows it or not. Which brings to mind the oft related anecdote of the chameleon.

The chameleon, you will recall, is a lizard with the amiable habit of taking color from its immediate surroundings. As the legend goes, one of these critters strayed upon a plaid blanket, and in a frantic desire to do the right thing, blew up with a loud report.

It is my claim that copy writers

are doomed to a similar—if less violent—failure when they attempt to be creative and critical at the same time. For the creative function is as different from the critical function as the red of a Scotch plaid is from the green.

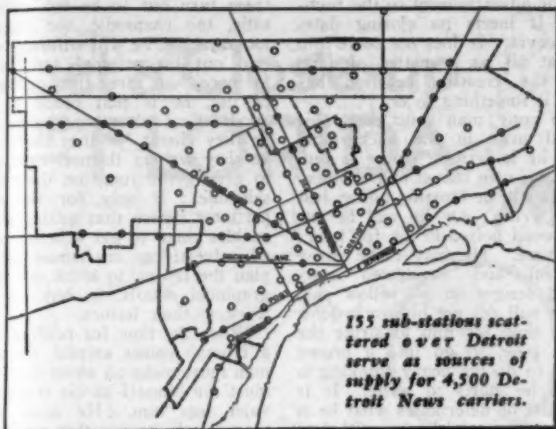
The creative function is a manufacturing function. There is production involved, and the finished article is worked from the raw material of *individual* thought processed by the powers of expression of an individual. And from this it follows that the creative function is the function of an ego. (Who can doubt this when we think of how we battle our chiefs and our clients—at the risk of the axe on our neck—in behalf of copy as we want it to be written?)

Unchecked by the exercising of the critical function, creative writing, necessarily egotistical, leads to the production of literature. This is, of course, not a crime, but it is dangerous business for the copy writer unless care is taken to see that the literature is good advertising, too. It must be borne in mind that literature may be—and often is—disinterested, non-partisan writing, while advertising copy, because of its very nature, is interested, partisan writing in the strictest sense of these terms.

## Critical Function Is Never Creative

The critical function is therefore a checking function (an inspecting and testing function—to parallel our manufacturing metaphor). It is a worthy function, a necessary function, but we must remember this about it—and this is very important: It is always destructive, never constructive. It cannot be constructive without being creative. The critical function gets no work done. It butters not a single parsnip. It sends not





# News Home Delivery —Key to Advertising Results

## 155 Sub-Stations, 4,500 Carrier Boys!

The Detroit News is largely home delivered. Through a system of 4,500 exclusive News carriers and 155 sub stations Detroit News delivery practically assures unfluctuating circulation. This, together with the fact that home circulation enjoys multiple reader interest, explains why The News has for 15 years been one of the world leaders in ad-

vertising. You can cover Detroit thoroughly and do a good advertising job by employing The News, alone. Its circulation is 66,000 greater than any other De-

troit newspaper's and is the least duplicated. Concentrate your Detroit advertising appropriation in The News, employ commanding space and reduce advertising costs.

Use The Detroit  
News Daily and  
Sunday and Reach  
4 out of 5 Detroit  
Homes!

# The Detroit News

New York Office: THE HOME NEWSPAPER Chicago Office:

L. A. Klein, 50 E. 42nd St.

J. E. Lutz, 180 N. Michigan

Member 100,000 Group of American Cities

400,000 Sunday Circulation—340,000 Weekdays



a single advertisement to the foundry. It meets no closing dates whatsoever. It does not come into play at all, as a matter of fact, until the creative function has given it something to do.

The copy man must keep his critical urge in the background while he is writing or he is out, hit by his own batted ball. Otherwise he will be crossing out as fast as he writes. Or he will be sitting pencil poised in air for hours at a time. He may make many beautiful and variegated star-shaped designs on his yellow pad, but he will not get his work done.

The time for him to strike the Rodin pose, to go into a brown study, to do his heavy thinking is before he starts to write. It is then that he determines what he is going to say—and he is entitled to his full share of inactivity while he mulls over the task he is setting out to do.

Once he has his mind made up, however, he must concern himself with *how* he shall express his message, and he can put off being creative no longer. He must get something down on paper. He must try to become emotionally word-drunk, as it were, to lay the sobering influence of his critical judgment temporarily on the shelf. The mere act of putting something down on paper (even if it is merely the outline of the copy problem which confronts him) may serve to help him get up steam. The more he puts on paper the greater chance he has, according to the good old law of averages, of getting something he instinctively likes. Once he does that, once he gets something he really likes, he's off! His ego is kindled into creative action; he is out to show himself what a swell fellow he really is, and his pencil begins to write with a Whoosh.

There are time limitations to a Whoosh, however, and it is well to recognize them. Once the copy writer is under way, it is to his best interests to follow up his luck, to pursue his advantage, to Whoosh till it hurts. If he has three advertisements to write, let him write six advertisements while the going is good. If three of

them turn out to be too enthusiastic, too rhapsodic, too literary, too anything, he will still have carried out his original assignment. If more than three turn out to be of use, he is that much to the good. Few advertising managers, be they clients, be they bosses, or be they writers themselves, object to getting the jump on their copy schedules; if only for the very pertinent reason that getting ahead enables them to get a better piece of advertising craftsmanship, to plan the layout, to work out typographical details, to buy the art work at their leisure.

When the time for reading with a Humph comes around, the copy man must make an about-face. He must see himself as his traditional valet sees him. He must more than faintly suspect that egotistical outburst of his. He must be prepared to subscribe to a stern and rockbound commandment, "Spare the blue pencil and spoil the brain child."

If he has time to let his copy stand over night and jell, so much the better; if not, let him allow a few minutes to elapse at least before he steps out of one character into another; let him walk about the building a bit and fool with the girls; let him duck across the street and get a malted milk. For the detachment of his point of view increases in direct proportion to the time interval between the creation and the criticism.

He must include in his Humph, a challenge to the what-is-said as well as to the how-it-is-said of his copy. He must check the latter against the type of person who reads the medium. He must bear in mind the sad case of Fred Merkle who failed to touch second base in a crucial ball game, and accordingly be sure that no step is being omitted in the presentation of a complete advertising story.

For his Humph is, as Wilson might have phrased it, a Humph to end Humphs. When the advertisement reaches its readers, it must be a proof against the attacks of skeptics. And, if the Whoosh is still there, great things are to be expected.



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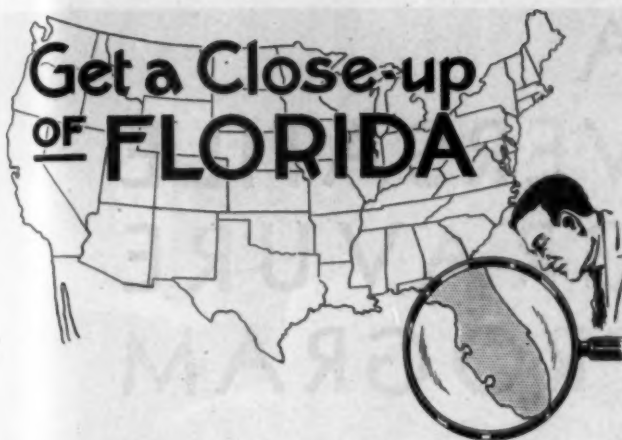
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**F**OR that well-known combination of business and pleasure, vary your summer vacation plan this year. Here's how:

Railroads will give you reduced rates for a 30-day ticket to Florida; three special departure dates in June, two in July, two in August.

Come and see first-hand the individual and important markets of population which make Florida and South Georgia so attractive to advertisers of nationally sold products. (And enjoy the clean salt air breezes, the tropical golf, the day or night fishing, boating, bathing, all of which make Florida's summers so stimulating.)

It will give you personal knowledge, too, of the broad and rich territory so satisfactorily covered by "Florida's Foremost Newspaper." Want to know any preliminary particulars?

**The Florida Times-Union**  
JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.

New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Member of the 100,000 Group of American Cities

# A VERSATILE GRAVURE PROGRAM

In this picture age when seeing is believing and believing is half the sale . . . your product deserves the warm, persuading eye-appeal of gravure.

In Chicago, The Chicago Daily News offers a most versatile gravure program for the advertiser. Whether you wish tabloid page or standard size . . . monotone in sepia or black . . . reproduction in one or four colors . . . midweek or week-end presentation . . . magazine type or full picture background . . . The Daily News can do the job for you. And the cost is low. The coverage is concentrated in the Chicago district.

Through its two popular gravure sections . . . Midweek each Wednesday . . . Photogravure each Saturday . . . The Chicago Daily News is selling style, service and institutional appeal for a growing number of successful advertisers.

## THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWS

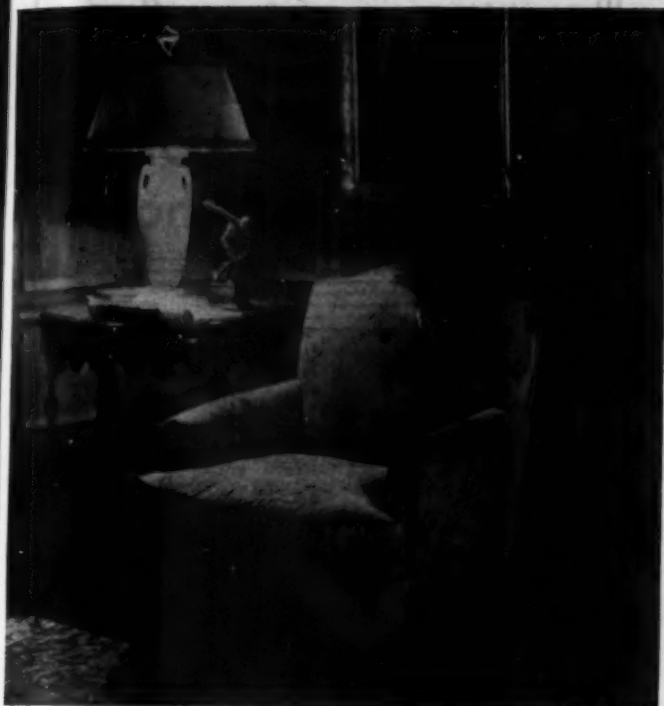


Photo by Stadler

# USE GRAVURE IN

## DAILY NEWS

NEWSPAPER

### Advertising Representatives:

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Home Office  
Daily News Plaza

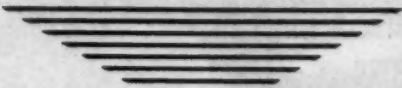
**NEW YORK**  
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110 E. 42d St.

**DETROIT**  
Joseph H. Sestaro  
5-241 General  
Motors Bldg.

**SAN FRANCISCO**  
C. Geo. Krognus  
863 Crocker Tel  
Nat'l Bank Bldg.

**ATLANTA**  
A. D. Grant  
711-712 Glenn Bldg.

# Dont pass up this \$4,000,000.00 Drug Market in Oklahoma



Oklahoma's largest wholesale drug-gist reports that 75% of his business is rural trade and the second largest wholesale drug house in the state estimates its business with dealers serving rural communities as 85% of its total.

This means an approximate \$4,000,-000 drug and drug sundry business in rural Oklahoma each year by only two drug houses. This does not include several smaller houses nor those located outside Oklahoma but doing business in the state.

This market can be cultivated by an adequate advertising campaign in The Oklahoma Farmer-Stockman, which is found in seven out of every ten farm homes in the state.

192,892  
A. B. C.  
CIRCULATION

**THE OKLAHOMA  
FARMER-STOCKMAN**  
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THE OKLAHOMA PUBLISHING CO.  
The Daily Oklahoman, Oklahoma City Times, WKY  
National Representative E. Kelly, Special Advertising Agency

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# On Being Advertising-Minded

Most Advertising Campaigns Are Under the Control of Men Who Are Un-Advertising-Minded

By Frank Finney

President, Street & Finney, Inc. (Advertising Agency)

A BIG business stands on three legs, like a three-legged stool.

One of these legs is a big salesman, one a big financial man and the third a big production man.

These three types of humankind are as different in their mental make-up as Charles Schwab, Andrew Mellon and Henry Ford.

An un-advertising-minded man has a mind like that of Mr. Mellon or Mr. Ford. They might try to learn advertising and selling, but if they studied it a thousand years, I doubt if they would ever understand it. This is no reflection on them. They were not built by the Creator to think that way, just as an advertising mind is not built to think their way in the realm of finance and production.

Advertising and selling are like golf, football or card playing. If you haven't the golf touch, the football instinct or a card sense, you can never play these games except in an indifferent way. A great banker says that even money making is not a matter of education or intelligence but of a money making sense.

Most advertising campaigns are under the control of men who are un-advertising-minded; they are nearly all financial or production-minded.

These un-advertising-minded controllers of publicity look on advertising as a necessary evil, a waste of money that must be

wasted, just because competitors are doing it. Therefore, they are always trying to cancel the advertising, wholly or in part, or musing it up in some way with their whims, notions and theories.

They have no understanding of

a well-planned and highly organized advertising and selling drive. To them, advertising is just a string of clever, unrelated advertisements which will elicit from their friends the exclamation, "Gee, George, that was a corking ad you had in the papers this morning."

Here is a flock of foolish fallacies from the lips of un-advertising-minded manufacturers which are familiar to every advertising manager and agent:

"We have tried out this new advertising idea for six months and we can't trace any results to it. Therefore, it is no good. Throw it away and get up a new idea. I never liked this idea anyhow."

"We have spent \$100,000 a year for three years. Everybody knows our product now so we can drop out for a couple of years and save \$200,000 without doing any harm."

"This tested advertisement we are using is good and brings results at a profit, but the public and our division managers and our salesmen are all tired of it. We've got to find something different."

"We want to make a showing in our annual financial statement, so we will cut out our advertising for six months."

"We must have a cut rate. No

**"IF your business is not getting where you want it to get, go out and employ a George Hill, or a William Cooper Procter, or a Joel Cheek. Make him president of your company."**

**So advises Mr. Finney. But, he adds, don't forget that un-advertising-minded men like Mr. Mellon and Mr. Ford—the one a financial expert and the other a production expert—are also vital factors in the successful conduct of a business.**

**Business, he points out, stands on three legs—one leg is a big salesman, one a big financial man, and the third a big production man.**

advertising agent can earn his commission. We will get just as good advertising from a cut-rate agency."

"Why should it cost anything to prepare advertisements? Our preparatory bills are outrageous."

"Our advertising isn't making a hit with the public. I was talking to my wife about it last night and she is a woman who knows what women like and she doesn't like it."

"I saw an advertisement of the A B C Company the other day which is my idea of a real advertisement. Why can't we get some advertising like that?"

"Our advertisements get rotten positions in the magazines and newspapers. Make them give us conspicuous positions or cut them out."

"The magazines and newspapers and radio are so crowded with advertisements nowadays that advertisements haven't any chance to be seen or heard any more."

"We spent \$100,000 last year on this one slogan. Therefore, every man, woman and child knows about it now and we must tell them something new and different next year."

"While I admit that our advertisements are successful, still they are utterly old-fashioned. We want advertisements that are modernistic and artistic and literary—advertisements of polish."

"We are spending \$150,000 a year and yet our advertising doesn't make the consumer jump up out of his chair and put on his hat and coat and run down to the store and demand our product by name and refuse to accept a substitute. With all the money we are spending, we ought to have this kind of consumer demand or there isn't any use in spending this money."

"Our sales are so good now that we do not need any advertising, so we will stop."

"Business is so bad now in these depressed times that we cannot afford to advertise, so we will stop."

"Why not cut two lines off our advertisements and thus make a substantial saving without doing

any perceptible damage?"

"Get the dealers behind our merchandise and stop all this advertising expense. The dealers will move our goods if we get them to push for us."

"This copy isn't any good. I can write better copy than that myself. I always thought I could be a copy writer if I had the time."

"No use of our advertising in July and August or January and February. These months are our of season for us. Nobody will read about our product during those months."

"John Smith & Company, one of our competitors, never bought a line of advertising in their lives and yet they have been tremendously successful, so why should we advertise?"

"Surveys and advertisement tests mean nothing. You can make statistics prove anything you want them to."

"Yes, our business is going ahead, but we are not going to spend any more money on advertising. We are wasting enough money on advertising now."

"Don't bother us about reforming our merchandise to please the consumer, or changing our names and packages to please the consumer, and just let our sales organization alone. We do not want any advertising agent to upset our long-established business. We want an agent who can write miracle advertisements that will make our business a success—" (in spite of itself).

"Advertising is just advertising. Kind and quality mean nothing. You just advertise and get results."

"The best kind of advertising is mouth-to-mouth advertising."

"We ought to spend our advertising money on salesmen. We know they will produce but we do not know what advertising does."

"Our product doesn't give satisfaction and our sales force is fighting the battle of what's the use and we haven't enough capital but if we had some decent advertising we'd be all right, so let's get a new advertising agent."

Thus, the financial or production mind, always in doubt as to the

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value of advertising, gropes in confusion and seeks forever either to muss up the advertising or stop it.

And yet, every financial or production mind has a sneaking suspicion inside of himself that he is "right out there" when it comes to advertising. The greatest executive I ever met said the other day: "Everybody thinks he is advertising-minded." This particular executive is a financial type, gifted with that rare ability of knowing what he doesn't know.

In striking contrast, an advertising-minded man is a man whose life-blood beats with the instinct to sell. His life interest is wholly and entirely tied up in the ambition to sell something. He knows nothing about finance or production and cares less. His one joy on earth is to sell.

He knows that merchandise is only made for one reason, i. e., to sell to the public. Therefore, he starts out on the premise that the merchandise he is going to sell must be made the way the public wants it made, priced the way the public wants it priced, named the way the public wants it named, trade-marked the way the public wants it trade-marked, packaged the way the public wants it packaged and advertised the way the public wants it advertised. By thus following the fancy of the public, he breaks down sales resistance and creates a piece of merchandise that has got to sell, for there are no obstacles in the way to impede it from selling. It is just what the public wants, served up and presented to their entire liking. Why shouldn't they buy it?

This advertising-minded man isn't as smart as most manufacturers. They are always cocksure they know what the public wants. But this advertising-minded man knows how little he knows about what the public wants, so he goes out and asks the public how it wants the merchandise and advertising made and makes them that way, relegating his own pride of opinion to the ashcan.

Having developed his product, name, etc., to meet public fancy, he builds a sales machine and an

advertising and selling drive, planned and organized like a military campaign to conquer the world, and sticks to his plan without vacillation or expediency. Nothing and nobody can change his determined drive toward his objective. And nothing will satisfy him except to see his merchandise on display and turning over in every store in the world. And his appetite for publicity is unbounded. He must see his advertisements emblazoned on a multitude of outdoor signs, magazine pages, newspaper pages, and bellowing out from millions of radio receiving sets. He is a showman after the manner of P. T. Barnum and loves the old circus stuff.

He believes that advertising is the greatest thing in his business and proves it to be just that biggest thing.

George Hill, president of the American Tobacco Company, is just this kind of advertising-minded man. Dr. Dorrance, president of Campbell's Soup, has just this kind of advertising mind. So has William Wrigley, Jr., of Wrigley chewing gum, and William Cooper Procter of Procter & Gamble, and Sam Dobbs, formerly of Coca-Cola, and the late Milton Feasley of Listerine, and Joel Cheek, formerly of Maxwell House Coffee.

How many concerns in the United States have an advertising-minded leg under them? You can count them without difficulty. Just pick out all the big advertising successes. They are all operating on a big advertising-minded leg, also on a big financial leg and a big production leg.

### *Standing on Two Legs*

The rest of the business enterprises of the country are trying to stand up on the financial leg or the production leg or both. Actually, they are not standing but really wobbling around in constant dread of tipping over because no stool can stand on one or two legs.

What's the answer to all this harangue, you ask? The answer is that if your business is not getting where you want it to get, go out and employ a George Hill, or

a William Cooper Procter, or a Joel Cheek. Make him president of your company. Give him the wheel to drive with, but include the financial leg and the production leg in the steering gear to temper his enthusiasm with due regard for expense and good merchandise. In other words, place the business under the management of an executive committee composed of these three minds and watch it jump.

But, you say, where am I going to find a big advertising-minded executive? True, they are not easy to find, but they can be found if you organize to find them and are not afraid to hire them because of their probable rise to power in your business.

#### J. F. Wallace to Direct Rochester Can Advertising

James F. Wallace, formerly with the advertising department of the General Foods Corporation, at New York, has been made sales and advertising manager of the Rochester Can Company, Rochester, N. Y. He was, at one time, advertising manager of the Certo Corporation.

#### Church Sani-Seats to F. J. Ross Company

The C. F. Church Manufacturing Company, Holyoke, Mass., maker of Church Sani-Seats, has appointed the F. J. Ross Company, Inc., New York advertising agency, as its advertising counsel. This appointment is effective July 1.

#### New Account to Cleveland & Shaw

The My Maryland Knitting Mills, New York, manufacturer of My Maryland swimming suits, has appointed Cleveland & Shaw, Inc., advertising agency of that city, to direct its advertising account.

#### American Cirrus Engine to Grace & Holliday

The American Cirrus Engine Corporation, Marysville, Mich., aviation engines, has appointed Grace & Holliday, New York advertising agency, to direct its advertising account.

#### Joins Andrew Cone Agency

Lemuel Palmer, formerly with Charles E. Vautrain Associates, Inc., Holyoke, Mass., advertising agency, has been appointed art director of the Andrew Cone Agency, New York.

#### Changes on Cleveland "Plain Dealer"

Robert T. Dailey, for twelve years with the Buffalo, N. Y., *Courier*, has joined the advertising staff of the Cleveland *Plain Dealer*, to handle resort and travel advertising. H. Hardy Heth, for seven years a copy writer with the promotion department of the Chicago *Tribune* and, more recently, with the Sweitzer-Steitz Advertising Company, of that city, has joined the *Plain Dealer* as a copy writer in its promotion department.

Sutherland DeWitt, formerly handling the *Plain Dealer's* financial advertising, will take over railroad and steamship transportation advertising. Harry Smith, formerly engaged in both advertising and editorial work on the *Plain Dealer*, will devote all of his time to advertising work.

#### H. L. Hirst, President, Bayuk Cigars, Inc.

Harvey L. Hirst has succeeded Samuel Bayuk as president of Bayuk Cigars, Inc., Philadelphia. Mr. Bayuk has become chairman of the board of directors. Louis A. Kramer continues as vice-president while A. Joseph Newman, general sales manager, and H. P. Wurman, general promotion manager, have been made vice-presidents. A. N. Hirst was elected treasurer and O. J. Davis, secretary.

#### Harry Porter with Addison Vars

Harry Porter, formerly vice-president of Cleveland & Shaw, Inc., New York advertising agency, has joined the staff of the New York office of Addison Vars, Inc., advertising agency. Before joining the Cleveland & Shaw agency he was president of The Harry Porter Company, Inc., advertising agency, also of New York, which later became the Porter-Spohn Company, Inc.

#### Kurt H. Volk to Acquire S. Willens, Inc.

Effective June 2, the Philadelphia plant of Kurt H. Volk, Inc., typography, will take over the personnel, type faces and equipment of the firm of S. Willens, Inc., of Philadelphia. S. Willens, president of S. Willens, Inc., will retire from the typographic business.

#### Rome Account to Ettlinger Agency

The Rome Company, Chicago, manufacturer of bed springs and metal beds, has appointed the Ettlinger Advertising Company, of that city, to direct its advertising account.

#### Appoints J. Walter Thompson

The Central Public Service Corporation of Chicago has appointed the J. Walter Thompson Company to direct its merchandise advertising.

A

## ***Fifteen to the Dozen***

The advertiser who uses the Chicago Evening American is doing himself an economic favor. Metaphorically he gets fifteen to the dozen, for the Chicago Evening American gives him over 100,000 more circulation than any other Chicago evening paper.

It is understandable that some advertisers might be of the opinion that the even dozen in this case is the better buy, and be quite certain that the opinion has the support of fact. But we venture the statement that what is thought to be fact is also opinion—that no amount of investigation can establish any essential difference between the typical Chicago Evening American reader and any other Chicago newspaper reader.

Ergo, as the scholars put it, fundamental mathematics govern the issue here, and the advertiser's choice in Chicago's evening field lies between twelve to the dozen and fifteen.

# **CHICAGO EVENING AMERICAN**

A good newspaper now in its NINTH YEAR of circulation leadership in Chicago's evening field

*National Representatives:*

**RODNEY E. BOONE ORGANIZATION**

# "The biggest day in our 102 years in business"



—as told by  
**George Jakobi**

Manager of Publicity and Sales  
**JAMES A. HEARN & SON**  
(Department Store, New York)

**"T**uesday, April 29—Hearn Day—was the biggest day in our 102 years in the dry goods business.

"Hearn Day passed every expectation. In fact, it was 64% greater than the largest day, which was during the 100th Anniversary Sale, and 218%

greater than Hearn's regular average business day.

"The New York Evening Journal played a very important part in helping to put across this successful event. 19% more space was used in the Evening Journal than in any other newspaper in which we advertised."

\* \* \*

James A. Hearn & Son have used the Evening Journal dominantly and consistently for over 20 years. It has been the real backbone of their advertising.

During the year 1929, Hearn used 115,293 more lines in the Evening Journal than in any other New York newspaper.

Judge for yourself what application Hearn's highly profitable use of dominant space in the Evening Journal holds for your product, your sales and your net profits.

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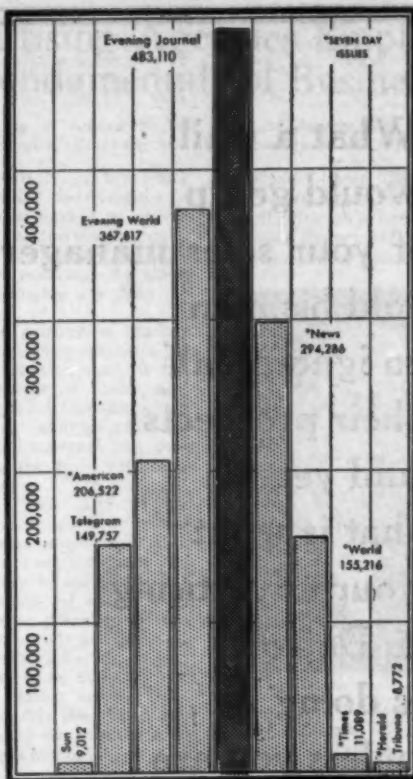


Chart shows how Hearn advertised in New York newspapers during the year 1929.

# NEW YORK EVENING JOURNAL

REPRESENTED NATIONALLY BY THE  
RODNEY E. BOONE ORGANIZATION

What a wail  
would go up  
if your sales manager  
told his men  
to ignore half  
their prospects  
and yet  
that is what  
your advertising  
in Detroit  
is doing  
unless you are  
using  
The Detroit Times

**"THE TREND IS TO THE TIMES"**

*Represented nationally by the RODNEY E. BOONE ORGANIZATION*

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# Advertising Agencies Emphasize Fundamentals of Business

Annual Meeting of American Association of Advertising Agencies Discusses Media, Research and Responsibilities of Advertising

A DISCUSSION of brass-tack subjects and the exchange of frank views and figures on operations, marked the thirteenth annual convention of the American Association of Advertising Agencies, held at Washington on May 15 and 16.

"The whole convention marked the return of agency attention to fundamental subjects, such as the better employment of media, and indicates the period through which we are passing," said an advertising agent to a *PRINTERS' INK* representative on the train returning from Washington. "You noticed," he continued, "how often at the open sessions the importance of the space buyer was emphasized, how often speakers suggested that the space buyer must be one of the important executives of the agency. The same theme prevailed at the closed sessions and at informal meetings. Every dollar of clients' money is going to be made to buy more in real selling service than ever before, at this time when advertising is doing its full share to bring back buying confidence and consumption."

The presence of a large group of advertisers and publishers at the convention indicated that the sort of discussion the agents indulged in was of real interest to the entire advertising business.

This decidedly brass-tack convention, attended by more than 200 representatives of 133 agencies, was opened on Thursday morning, last week, by H. K. McCann, president of The H. K. McCann Company and chairman of the board of directors of the association.

He emphasized the responsibility of advertisers and agencies in placing the great sums designed to increase the consumption of worthy merchandise, warning his hearers that pseudo-scientific copy, exaggerated claims and floods of purchased testimonials, by destroying

confidence, lessen the effectiveness of advertising in the long run.

Following this opening address, L. Ames Brown, president of Lord & Thomas and Logan and chair-



Blank & Stalder

C. D. Newell  
Elected Chairman of the Board of  
Four A's

man of the association's committee on radio broadcasting, reported the results of his study and observation. He declared that radio had now won a definite place as a medium, that the public had now accepted a short advertising talk as part of a program, that it is a mistake to sugar coat it, that the trend is toward shorter periods, and many other points of information. Among these was the fact that daylight audiences are growing, one investigation indicating that no less than 82.8 per cent of the women in urban homes with phones listen at some time during the day to the radio.

Next, William S. Hedges, president of radio station WMAQ, and president, National Association of Broadcasters, presented the broad-



caster's viewpoint and suggested that agencies acquaint themselves more carefully with the problems of the station. Radio advertising is only part of the picture and must be supplemented with other advertising, he suggested. He also said that fan mail is not to be considered a good mailing list and



W. C. D'Arcy  
Elected Vice-President

suggested three fundamentals for agents who earn a commission from broadcasting: credit responsibility, servicing the account, program supervision.

H. H. Kynett, partner, the Aitkin-Kynett Co., next speaker in the radio session, touched on the needs of the agency to apply its best brains to the radio medium, still in the formative stage, and brought up two other important points which led to discussion; the question as to who owned the program artist and the possibility of standard contract forms.

Lee H. Bristol, vice-president, Bristol-Myers Company, and chairman of the Association of National Advertisers' committee on radio checking service, was the last speaker of the opening session. He explained his association's checking service and invited the agency executives to join with it in an accurate check of radio advertising programs with a view to avoiding duplication and increasing the efficiency of presentation.

At the general luncheon which followed, the agents looked and listened to what was described by its sponsors as a "new and most important medium." Commercial sound films produced by several companies were shown, and the lunchers saw and heard S. Edson White of Armour and Co. address ten banquets at once (he did it last February and the agents saw how), listened to and saw Walter A. Strong dedicate the Chicago News Building, watched a sound cartoon by Aetna Insurance, heard young ladies selling *Vogue* styles for local dealers, went into the Mohawk Rug factory and watched a radio announcer get excited about the Studebaker test race.

At the open session on Thursday afternoon, presided over by John Benson, president of the association, the first speaker was Stewart L. Mims, vice-president, J. Walter Thompson Co. He gave an interesting account of the research work of the association. At first, Mr. Mims gave a satirical warning that this year of all years figures must be properly interpreted, for all sorts of efficiency men are already beginning to play with the 1930 census figures. Tables and charts will soon be ready on every conceivable subject and a tidal wave of statistics will engulf us. First will come a period of wonder at figures, then a period when it is decided that figures have no magic, then a final period of "out with figures, get the orders, back to horse sense."

At such a time, said Mr. Mims, facts are to be studied and then intelligently interpreted and applied to the choice of media. The cost of advertising can be reduced and made more efficient by a better co-ordination of mediums to markets and products. He told how the association started five years ago to appraise the true values of media and to set up standards for the qualitative analysis of periodicals. The method sponsored by the association is to take, not isolated groups in a city or locality but to create a true yardstick by taking groups representative enough to be a real cross section of the market.

Studies made by the A. A. A. A.

**16.3%** more new cars  
were registered in Cook County in the  
first four months of 1930 than in the 67  
other counties of northern and central  
Illinois combined!

And over 90% of the Chicago Evening  
American's circulation (569,167 daily  
average for the six months ending March  
31, 1930) is concentrated in Cook  
County.

## CHICAGO EVENING AMERICAN

a good newspaper now in its NINTH YEAR of cir-  
culation leadership in Chicago's evening field

National Representatives:  
**RODNEY E. BOONE ORGANIZATION**

in the farm-paper and magazine field were followed by newspaper studies in New York and Detroit and will be followed by similar studies in Washington and Boston. More than \$100,000, exclusive of time donated, has been spent in these studies, the speaker said. This type of research introduced a new era of more scientific appraisal of media. In this connection he said:

"Be patient in these studies. Remember that even the best and most thorough surveys may be used superficially. But we are educating our members to the proper use of these studies. When scientifically applied they result in a real saving of time and money,

"(a) In eliminating, by making unnecessarily expensive, individual research.

"(b) In furnishing scientific studies, the results of which are accepted as authoritative and unprejudiced.

"(c) By bringing into sharp relief the qualitative as opposed to mere quantitative value of circulations."

Dr. Daniel Starch, director of research of the A. A. A. A., followed Mr. Mims with a lantern talk which impressed the audience with the thoroughness and intelligence of the plan.

While no set rules could be formulated, Dr. Starch said, three principles had guided him and his associates; to seek the truth wherever it led, to use methods so thorough that an outsider would agree the results were fair, to describe results in sufficient detail so that any competent person could appreciate just what had been done and how.

The speaker proceeded to apply the third principle with the aid of his slides, taking up first Detroit in 132 zones and then Washington. He showed what was meant by the "stabilizing line" of his charts—that it took almost 3,500 as a group cross section to give the true picture. Occupations, income groups, locations, and duplication were covered and his later check-back with A. B. C. figures showed how closely the two systems coincided.

Henry T. Ewald, president of

Campbell-Ewald Company, and J. Fred Woodruff, vice-president of the same company, followed Dr. Starch in a discussion of the outdoor field. Mr. Ewald suggested that the bureau idea which had worked so successfully in the outdoor field might well be applied to other media, such as radio. The bureau idea with one audit, one check, one bill is a sound one, he said, and sound ideas have a habit of spreading.

Mr. Woodruff described the work of the bureau in what he called "the most pugnacious of all advertising fields." He gave both sides of the space broker versus the agent argument, and enunciated three principles for agency outdoor co-operation.

John Benson, president of the association, then spoke briefly and cautiously on the local and national newspaper rate question.

He commented on the lack of uniformity in rates and on the A. N. A. report and suggested that the differential is not due to a high national rate, but to an abnormally low local rate. By inference he blamed agents for buying circulation, which led to forced circulation. He sketched the conferences sponsored by Walter A. Strong, publisher of the Chicago *Daily News*, and the failure of others to follow Mr. Strong's plea for a scientific study. He pointed out that the publisher has had many years of the differential, which it took years to produce, and that it would also probably take years to unravel the situation.

He suggested that the publishers might organize to set up a committee to consider an adequate definition of local and national rates and co-operate with the A. A. A., the A. N. A., the Better Business Bureaus and the A. B. C. to prevent striving for unsound circulation.

Kenneth Collins, executive vice-president of R. H. Macy & Co., who followed, caused somewhat of a sensation with his attack on the dullness, dishonesty and unsightliness of most retail advertising and with his hard-hitting plea for more care in space buying.

"They have an award at Har-

# Victorian OR 1930?

**T**HERE was a time when printing was just printing. Except for the few who really knew types and letter-press, people were not choosy.

In recent years this has all been changed. Today the man in the street and the lady of the house are both keenly alive to the difference between the good and the fair-to-middling in printed advertising, and they react accordingly.

We would be glad to cooperate with you in making your printing truly representative of your product

**CHARLES FRANCIS PRESS**

PRINTING CRAFTS BUILDING

**461 EIGHTH AVENUE NEW YORK**



## **T**HE FIRST MARKET IN A BILLION DOLLAR STATE

Oklahoma City is without a rival west of the Pacific. The nearest competitor is 132 miles north-east . . . Oklahoma City's A.B.C., 26-county, 75-town trade area, — average radius 68 miles — embraces about one-third of the State's area and produces 60% of its annual one-billion dollar crop and oil yield. This territory, nearly double the size of any other A.B.C. market area in Oklahoma, has a population of more than 884,000, or approximately a quarter of a million more people than live in the State's second largest market, oc-

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**THE  
OKLAHOMA  
CITY**

According to the 1929 "A Study Of All American Markets" . . . . The Oklahoma City Market has a total spendable income of \$464,887,000. This is 41% greater than that of the next largest A.B.C. area in Oklahoma. These data from the 1929 "Markets and Media" . . . . In the sale of merchandise in any market the time required to cover the territory is of the utmost importance, and from such a viewpoint no community has a superior or more adequate service than Oklahoma City. Seven railroads, 152 daily bus schedules, a network of 59 freight truck lines covering the State and centering in Oklahoma City, and 100 planes daily operating over air lines in ten directions, indicate why this city is naturally and officially the center of distribution for Oklahoma and parts of the Southwest, and why it distributes 75% of all the commodities sold in the State. . . . The Oklahoma City Market, easy to travel, to sell to, to ship to, is a part of no other area, tributary to no other city, covered by no outside newspaper. Advertising can be effective in the Oklahoma City Market only with local contact in and through Oklahoma City. This is accomplished quickly, economically and resultfully by an adequate schedule in the Oklahoman and Times. These two newspapers give advertisers 26,885 more circulation in the Oklahoma City Market than the combined circulations of all 18 other daily newspapers published in Oklahoma City and the suburban area—and the Oklahoman and Times advertising cost is only one-half as much!

## THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

The Oklahoma Publishing Co.  
THE OKLAHOMA FARMER-STOCKMAN



**WE** CAN think of no other reason why 236,000 families buy The Free Press every morning—330,000 every Sunday—except that they *want the paper.*



**THEY** want it because they like it. That is all there is to it.



**QUANTITATIVELY** the figure represents every other home in the area. *Qualitatively* here is representation in practically every

*key home* in the area—the buying, responsive-to-advertising homes, which you can now reach through advertising at markedly low cost for the coverage offered and the *public approval* and *confidence* which go with this newspaper.



**WE** offer you the opportunity in Detroit to *sell where the buyers are.*

## The Detroit Free Press

VERREE &

National



CONKLIN, INC.

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ward for everything in the advertising field except the most important—space buying," he said.

And again, "Only one agency out of ten has a member of the firm as the space buyer. Doesn't that show they place it in too unimportant a position?"

The newspaper is a moving van to move merchandise from the store to the customer, he said. When hiring his van the advertiser should look under the hood and not decide after a friendly chat with the driver which van to hire.

We are too much afraid of humor, Mr. Collins continued. Our advertising is too dull. The interjection of a little humor might help it.

In closing, he exhibited scores of examples of advertising by retailers from coast to coast who unblushingly insisted that their offerings were "unequaled anywhere past, present or future," and made other unsupported and utterly ridiculous claims. He didn't let national advertisers or agencies escape without suggesting that they also might look into their overstatements and their big claims more carefully.

P. L. Thomson, director of public relations, Western Electric Company, and president of the Audit Bureau of Circulations, followed Mr. Collins in a talk on the necessity for eliminating still further the factors of uncertainty in space buying. He paid a tribute to the publishers' work in helping the A. B. C. revise its forms and made the suggestion that both advertising agents and advertisers have been somewhat neglectful in not making a close enough study of the data collected at such trouble and expense by publishers. He stated that forty-six members of the agent association are not members of the A. B. C., urged that all members of the A. A. A. join the bureau, stated that 90 per cent of the income for carrying on the association comes from publishers, and that the small amount required from advertisers and agents is in the form of moral support.

He reiterated the suggestion made several times previously in

the convention that an executive officer of the advertising agency should have charge of space buying and suggested that too many advertising lists are still made up on friendly talks, hunches and lack of full information. Referring to the A. B. C., he said: "The publishers paid more than \$100,000 to get you this information, and we urge that you use it."

John Benson, president of the association, after Mr. Thomson's talk, expressed the hope that all members of the A. A. A. would join the Audit Bureau of Circulations, and M. L. Wilson, partner, The Blackman Company, New York, brought a letter from Frank J. Hermes, also of The Blackman Company, in which the latter stated that he had hoped to be present to present a resolution that in the future membership in the Audit Bureau of Circulations be made a condition of membership to all applicants for the agents' association.

#### *Travel and See Markets*

Fleming Newbold, publisher of the Washington *Star*, a guest at the convention, spoke from the floor, giving his paper's definition of local and national rates and suggesting that men who buy space should travel to cities and see the markets there. Mr. Newbold again reiterated the suggestion that all space buying be placed in the hands of an officer of the agency, and that as space buyers they should get out from their offices into the markets of the country and observe conditions at first hand.

At the dinner on Thursday night the speaker was the Honorable Ogden L. Mills, Under-secretary of the Treasury. He told the audience that he was not there to prophesy or to forecast, but called attention to the expanding economic structure of the nation and the virtuous circle of more production and more wants created largely by advertising. "It is well to remember," he said, "that periodic down-swings never wipe out the progress achieved during the forward movements and that when the onward march is resumed once more we start, not from the old

mark, but from the new." At the end of the dinner entertainment was furnished by a group of stars from the Columbia Broadcasting System.

At the closing session on Friday morning, John Benson presiding, H. M. Dillenbeck discussed forced circulation, and F. G. Hubbard, vice-president, Batten, Barton, Durstine & Osborn, Inc., spoke briefly on lineage records. He called attention to their value if properly interpreted in selecting media, and told of steps now being taken to provide more uniform figures.

"You cannot hope," said Mr. Hubbard, "for equal success with a limited advertising expenditure when you enter a territory in which your principal competitor is firmly entrenched by reason of a strong, consistent advertising campaign."

"The strength of your competitor's advertising nationally, territorially or locally, or in certain special fields is an important factor when considering your own plans."

"Of course, the best results come from independent planning, study and thought, but consideration should be given to the strength and weakness of competition, for then you can decide whether you will meet strength with strength, whether your sales and advertising attack will be concentrated on the weak points, or whether a combination of both is needed in order to hold the line at the strong points and show your greatest gains at the weak points."

"You may know the cost of manufacture for an industry and what the products can carry for advertising and still show a profit, and you may desire to do a small amount of advertising in order to do business at a profit and let your competitor buy sales at a loss."

"On the other hand it may be a strategic market where you do not want to surrender your position to competition even though sales and advertising costs are disproportionate with the balance of the country."

"But how are you to determine your own course unless you study the conditions as they exist and continue to watch them periodically?"

M. L. Wilson, partner, The Blackman Company, spoke on the importance of selecting personnel in an agency. Portions of his talk appear elsewhere in this issue.

Talks on export advertising were made at this session by Harrison Atwood, vice-president, The H. K. McCann Company, and Henry C. Flower, Jr., J. Walter Thompson Company. One of the talks not for general publication, but which interested the agency executives very much, was delivered by E. R. Gardner, treasurer, Gardner Advertising Company. With the aid of graphs he presented figures based upon information secured from forty agencies indicating the proportion of gross income taken up by overhead, cost of new business, service and other costs of agency operation. After reports had been made by officers and resolutions of thanks adopted, the following officers were elected for 1930-1931:

#### *C. D. Newell Is Made Chairman of Board*

C. D. Newell, of Newell-Emmet Company, chairman of the board; W. C. D'Arcy, of D'Arcy Advertising Company, vice-president, succeeding H. K. McCann, and Henry T. Ewald, who were elected to serve three years as members at large on the executive board.

E. De Witt Hill of the McCann company was re-elected treasurer, and H. B. Humphrey of H. B. Humphrey Company, secretary, for two-year terms:

Other members at large on the executive board are: James M. Young of J. Walter Thompson Company, and M. L. Wilson, The Blackman Company, whose terms expire next year, and F. H. Walsh of Newell-Emmet, and E. D. Mason of the Albert P. Hill Company, Inc., whose terms expire in 1932. The five members representing councils elected to serve for two years are: George F. Gouge of Batten, Barton, Durstine and Osborn; Harold Bugbee of Walter B. Snow and Staff; A. King Aitkin of the Aitkin-Kynett Co.; C. C. Fogarty of Matteson-Fogarty-Jordan Co., and Thomas E. Basham, Thomas E. Basham Co.

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# I'm Going to Give You the Dope on the Exclusive "Four Hundred"—

I'LL have to break down and confess that the "four hundred" I'm about to expose are not the Park Avenue set, although *all* of these blue-bloods are close to the Van's and the De's. It takes a certain *something* to belong to one of these exclusive cliques. Usually, say I, there's a *class* angle which can't be lightly brushed aside. Translating this into *business* language to suit the present occasion, the class angle represents *successful* manufacturing and *wise* distribution. So my "four hundred" certainly slide into this category *without* the use of a shoe horn. ♦ ♦ ♦ Digest *this* in your shrewd space-buying crop: four hundred, all American, big-league, national accounts used the Examiner—one of America's great newspapers—*exclusively*, to cover this sought-after market last year! Now if you think last year's a *long* time ago, give ten hot ideas you've had *since* then! Among my "four hundred" are Daniel Hays Gloves, Brunswick Radio, Graybar Electric, Bunte Bros. and 396 *other* careful merchandisers who appreciate the buying habits of *more* than 220,000 daily and 440,000 *plus* Sunday, modern readers we reach. Give your product a break and tell the *fastest-buying* crowd on the Pacific Coast *all* about it!

## LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

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# An Academic Definition of Merchandising, Marketing and Distribution

Distribution Is the Hardest Term to Define

By E. T. Grether

Department of Economics, University of California

**WHAT** are Merchandising, Marketing and Distribution? These terms are used in a variety of ways, as indicated in *PRINTERS' INK* of May 1.\* It may be of interest to examine the academic use of these terms.

The use of the term marketing seems to be quite well standardized academically. Commonly, marketing has come to be used as the generic term including all the work, services and responsibilities, practices, methods and processes involved in the movement of goods from producers to consumers. The definition given by Professor F. E. Clark in his "Principles of Marketing" may be taken as typical: "Marketing consists of those efforts which effect transfers in the ownership of goods, and care for their physical distribution."

The use of the term merchandising unfortunately has not become standardized. Two definitions were given in *PRINTERS' INK* and several others could be given. Probably the term is used most commonly at present as defined by Professor M. T. Copeland, of the Harvard Graduate School of Business Administration. His definition is: "Merchandising is the term applied to the active solicitation of patronage by stimulating consumers to purchase a specific product, by encouraging wholesale and retail merchants to aid in promoting the sales of the product, and by formulating and executing comprehensive and consistent plans for distributing the product, effectively

and economically, from producer to consumers."

The teachers of marketing are wary of the use of the term "distribution." Perhaps the chief reason for this attitude is the fact that in general economics distribution has an established meaning; viz., the distribution of the income of industry among the agents of production. Since students in marketing in universities are accustomed to the economic use of the term, it is necessary for the marketing instructor to adapt himself to this customary usage. However, the term is at times used roughly and incorrectly as synonymous with marketing; at other times as applying to the physical work involved in the dividing, transporting and storing of goods, and again to indicate merely the dispersing aspects of marketing.

Commonly, for instance, one reads of the channels of distribution. It seems to the writer that academically every effort should be made to drop the use of the term in connection with instruction in marketing due to the conflict with prior usage in economics. If used in marketing, the term should be limited merely to the divisive work involved. This usage would correspond closely to the meaning suggested in *PRINTERS' INK*.

It appears to the writer that the most reasonable definition of the terms marketing and merchandising, considering both common usage and the rigorous demands of formal study, is to use marketing as the broad, generic term and to consider merchandising as a function of marketing. As thus distinguished, merchandising comprises what is commonly called sales promotion.

\*On page 141 of the May 1 issue there appeared a letter from a reader asking for definitions of the terms Merchandising, Marketing and Distribution, together with our answer. In the issue of May 15, on page 117, there appeared four letters offering additional definitions.



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## 147,393 Families in San Francisco

## 141,790 Examiners bought each Sunday in San Francisco

Preliminary 1930 census returns provide this evidence of outstanding Examiner coverage. There could be no more fitting tribute to the Examiner's reader interest, seasoned by 50 years of consistent progress, fortified by 34 years of unbroken circulation and advertising leadership.

### **SAN FRANCISCO EXAMINER**

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IN NEW YORK CITY: W. W. CHEW, 285 Madison Ave.

IN DETROIT: A. R. BARTLETT, General Motors Bldg.

IN CHICAGO: J. D. GALBRAITH, 612 Hearst Bldg.

# Speaking of policies . . . .



**I**N the interests of an equitable rate policy, The Indianapolis News, years ago, established a fixed and fair definition of retail (local) and general (national) advertising as applied to its own columns. Year in and year out this practical policy has been maintained completely and consistently.



# Advertising rate

**E**ACH advertiser in The Indianapolis News secures every advantage available to any other advertiser under similar circumstances. It is unnecessary to bargain with The News in order to receive the full measure of fair consideration and service.



**The INDIANAPOLIS NEWS**

*Sells The Indianapolis Radius*

DON BRIDGE, Advertising Director

New York

**DAN A. CARROLL**  
110 East 42nd St.

Chicago:

**J. E. LUTZ**  
Lake Michigan Bldg.





## Editorial Balance ALONE Doesn't Make a Magazine

**But, Editorial Balance is  
ONE reason for the success  
of NATION'S BUSINESS**

The editors are ever mindful that Nation's Business is published for men in all branches of business and each issue is carefully planned to give a balanced diet of business subjects in many fields.

### For instance . . .

The editorial contents for 1929 were divided as follows among eleven general classifications of business:

Distribution . . . . .	15%
Transportation . . . . .	13%
Finance and Insurance . . . . .	11%
Government and Business . . . . .	11%
Manufacturing . . . . .	11%
Personality . . . . .	8%
Agricultural . . . . .	8%
Civic Development . . . . .	8%
Foreign Commerce . . . . .	7%
Organized Business . . . . .	6%
Natural Resources . . . . .	3%

Definite evidence that Nation's Business is edited for readers in every business.

**NATION'S BUSINESS • Washington • DC**



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# The Art Director and His Work

He Must Be an Advertising Man as Well as an Artist

By Aesop Glim

"AND this is our Art Department. Fifteen men in all; Mr. Smith, our Art Director; next to him, Mr. Jones and Mr. Green, assistant art directors or visualizers, as we call them; then here, the studio staff of twelve men. These men are all capable, young artists—we have an exhibit of their paintings once a year; the paintings they do on the side for their own amusement or education—but as members of our studio each is more or less of a specialist. Three of them do lettering; others do rough poster work; some make up the comprehensive, detailed layouts on the basis of the rough sketches which the visualizers supply them; one or two are general roustabouts. That is, young beginners who get their bearings and from time to time some practice, by mounting layouts and sketches, running errands and making themselves generally useful. We do very little of the actual finished artwork in our own studios—beyond the lettering. In essence our art department plans and buys—from outside artists—the artwork which goes into the finished advertisement. But to insure the proper performance of those functions of planning, buying and using all the artwork our clients need in the course of a year's time, we have fifteen men constantly on the job."

That is the sort of speech some advertising agency executives make to a prospective client when showing him through the office. But in other agencies it might be something like this:

"Art Department? No, we don't have one—not even an art director. Each of our copy men and account executives is an experienced advertising man who knows enough about the usages of advertising artwork to plan and buy—on the outside, from art studios and freelance artists—the artwork which his particular clients require. By this method we are sure of avoid-

ing the tendency to standardization which you may have noticed in the work of some agencies. Our men buy the artwork for their various accounts from different studios or artists and thus keep the work of the agency as a whole thoroughly varied and constantly fresh. We don't believe in art departments for advertising agencies."

So there you have two quite opposite points of view. And these do not represent the only points of view regarding the set-up by which advertising agencies secure their artwork. Some agencies have a single art director and no department; the art director doing all the planning, visualizing and buying—but buying it all on the outside. Some agencies have artists in their studio to produce a large amount of the finished artwork for their clients—and sell it at a distinct profit. Normally artwork is billed to the advertiser at cost plus 15 per cent service charge. Sometimes the markup is higher and occasionally there is none at all.

I have said before that an advertising man—other than an advertising art man—should study to know all he possibly can about everything—except art. I have recommended that art and its applications be left to those who have devoted the long years necessary to learning something about the subject.

Wherefore, one full-fledged art director seems to me to be an indispensable major executive of every advertising agency. One art director as a minimum. For advertising art is still art, no matter how highly commercialized. And the planning and buying of advertising art demands the specialized study and training of the artist—which the usual able copy man or account executive has had no time to go through. The number of art directors and the number of assistants each may require must be

determined by the amount of work going through the agency at any one time—plus the ability of the art director to handle a certain volume of work.

As a working principle we might do well to think of the art director as the interpreter between the writer or account executive, who cannot talk, and the artist—who cannot hear. At any rate, we may consider that they don't talk the same language and that the art director is the go-between. The art director listens to the writer and sketches something which represents to the writer—and which will also represent to the artist—that which the writer has in his mind for the illustrating of his advertisement.

An art director should be proud of the fact that he is an advertising man—as well as an artist. He should remember that he, as much as any other member of the agency, is working to prepare advertising which will help the sale of a given product.

So long as an art director works in this frame of mind he will be successful. The art director's greatest danger lies in his desire to distinguish himself among his friends and competitors—the art directors of other agencies. In so doing he is apt to lose track of the central aim and to indulge in too much novelty; to use the "right" artist (who may be the wrong one for the job); to employ tricks of layout or technique which call more attention to his work than to the merits of the merchandise advertised.

The planning and buying of artwork demands two things, beyond the art director's knowledge of art itself. He must know artists—dozens, scores or even hundreds of artists—their capabilities, their prices, their temperaments\* and abilities to deliver according to schedule. This demands in most cases a card index system. I have seen one such system containing the names of more than 1,200 ar-

tists—classified according to the subjects each artist handles best, the mediums in which he works and the prices he charges. Thus, when girls' heads in pen and ink are wanted, and the sum of \$100 is available for the work—a consultation of the card index tells quickly which artists to call up.

This system further calls for the art director or some competent assistant to be available at certain hours every week to look at samples of artwork submitted by artists—both artists already known and new artists. A conscientious effort to know and use a wide number of artists is one sure guarantee that the art director's work will not become stereotyped. Giving new artists a hearing and a chance to work keeps the field fresh and new material constantly in development.

The second requirement of the art director is the knowledge of anything and everything which can possibly ever come up for illustration. This is of course literally impossible, but it indicates this—the qualifications of an art director must include a knowledge of people—how they dress, how they furnish their homes—and of how things are designed and built—automobiles, bridges, etc. There is never any telling what an art director will be required to produce in an illustration. He should be constantly studying; he may do well to clip pictures of any and all interesting subjects—periods of furniture and dress, engineering blue prints, architectural subjects, etc.; he must know how to get information quickly on subjects he does not already know.

The art director is the art department; his assistants, if any, simply multiply him. His assistants are most often future artists or art directors in training. There must be one art executive, man or woman, who keeps accurate records of all work coming into and going out of the department; records of when work is wanted; what artists are to be paid; when they are to deliver; how much time is spent on each job by the various members of the depart-

\*For more details on this important subject, look up "What Is It You Buy from an Artist?" by Aesop Glim in *PRINTERS' INK* for January 16, 1930.

May 22, 1930

May 22, 1930

PRINTERS' INK

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## The Newspaper That Says "Good Morning!"

The Los Angeles Times may aptly be called the Morning Guest of Southern California.

The Times says "good morning" more times than any other Los Angeles newspaper, and, more than that, this salutation is said inside the home and to all members of the family.

Morning optimism, vision and courage exemplify the spirit of Southern California. It is because the land and this newspaper vibrate in the same key, that The Times is welcomed as the Morning Guest of the community.

# Los Angeles Times

*Eastern Representative: Williams, Lawrence & Cresser Co., 360 N. Michigan Bldg., Chicago, 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Co., 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.*

ment. Almost all the work of an art department costs money—the agency's money; much of the work is billable to the clients. The records must be exact. An able assistant of this type relieves the art director of all follow-up on details and leaves his mind free to be an artist and to work as an artist.

Within the definitions of this article, an art director is a he-man. And most art directors measure up to these standards or surpass them. Not all art directors are given as much responsibility as they could and should have. Which is a great mistake—provided the art director admits that he is both an artist and an advertising man.

When you have an art director who can share with you the thrill of increasing the sales of *Old Home Week Beans*—you have an art director!

### No One Should Hesitate

TRACY-PARRY COMPANY  
PHILADELPHIA, May 14, 1930.

*Editor of PRINTERS' INK:*

May I thank you for your letter referring me to articles on chain store competition.

I found out many years ago that your service along these lines is most helpful and dependable, and, as it is so courteously given, I never hesitate to ask for it when needed.

HERBERT M. MORRIS.

### Appoints George C. Sherman Agency

The Surrey, New York residential hotel, has appointed the George C. Sherman Company, Inc., advertising agency of that city, to direct its advertising account. Newspapers and class magazines will be used.

### Joins Williams, Inc.

Victor Gunther, formerly with the production department of Brooke, Smith & French, Inc., Detroit advertising agency, has joined the sales staff of Williams, Inc., commercial art studio of that city.

### Oglethorpe University Honors V. H. Hanson

Oglethorpe University, Atlanta, honored Victor H. Hanson, publisher of the Birmingham, Ala., *News* and *Age-Herald* this week by conferring on him the degree of doctor of letters.

### Virginia Ruling on Warehousing

A source of a vast amount of litigation centers in the question, when is a corporation doing an interstate business and when is it doing an intrastate business? The matter is of considerable importance for a number of reasons, not the least important being its relation to the subject of taxes.

For this reason, an opinion recently written by the chairman of the State Corporation Commission of Virginia, in which this question of interstate or intrastate was the focal point, is of interest to many corporations. Simply, the question was whether a corporation located in another State, which shipped merchandise to a warehouse in Virginia and then made sales from that warehouse, was doing business in that latter State. The opinion handed down by the chairman of the commission was that, if merchandise is sent to a warehouse in Virginia by a corporation located in another State, for which a specific buying order has not been received, and if that merchandise is later sold to someone in Virginia, the transaction is of an intrastate nature, not interstate.

### Joins Beardslee Chandelier Company

Martin J. Wolf, formerly vice-president of the Electric Appliance Company, Chicago, has joined the Beardslee Chandelier Manufacturing Company, also of that city, as marketing manager. He was also, at one time, sales manager of the Bussman Manufacturing Company, St. Louis.

### Monroe Specialty Appoints Arthur Hirshon

The Monroe Specialty Company, New York, has appointed The Arthur Hirshon Company, Inc., New York advertising agency, to direct its advertising account. Magazines and newspapers will be used to feature the Monroe Magnetic Sharpener for safety razor blades.

### J. H. Brundage with Detroit Press

James H. Brundage, formerly sales promotion manager of The Mutschall Company, Detroit advertising printer, has joined the Detroit Press.

### Joins C. M. Cryan & Company

James Cooper Swann, formerly with the advertising staff of Henry L. Doherty & Company, New York, has been made advertising manager of C. M. Cryan & Company, Inc., also of that city.

### Death of R. B. Simpson

Roland B. Simpson, publisher of the Kittanning, Pa., *Simpson's Leader-Times*, died recently. He was forty-seven years old.



## "SHE KNOWS HER POWDER"

by JOSEPHINE HUDDLESTON

(Beauty Editor of the New York American)

Perhaps it isn't news when a woman powders her nose. But, I understand, it is good news to certain advertising men when a woman knows her powder! Please pardon the pun—but I mean that. Given the opportunity, time and space, I might be able to say a few things about the failure of many manufacturers of cosmetics to "make" that kind of good news. They seem to think that the only women who use cosmetics are those who read magazines—especially the so-called class magazines. I am in a position to know that this is an erroneous impression. Long experience conducting a daily column on beauty-culture in the American has proved to me that women turn to their favorite papers (at least, to the New York American) for beauty information—and that manufacturers are missing a bet by not advertising their beauty preparations in newspapers (at least, in the New York American).

THE

# NEW YORK AMERICAN

**PUT YOUR MESSAGE BEFORE THE MODERNS**

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**H**ere is more news of good business conditions in Iowa.

Bank deposits in this state today are only 2% less than a year ago, according to L. A. Andrew, state superintendent of banking.

F. W. Dodge Corporation reports that building and public construction contracts in Iowa were three times as large in March as in March, 1929.

**S** The volume of life insurance bought by Iowans in the first quarter of 1930, showed an increase of 24%. This is reported by 62 of the largest companies in the United States.

There were 12% more passenger cars sold in Iowa in March than were sold a year ago. (Iowa has 3 motor cars for every 2 families.)

Iowans bought 54% more gasoline in March, 1930, than in March, 1929. (This statement is based on gasoline tax collections.)

The chairman of the Iowa State Highway Commission has just announced plans to build another 1,000 miles of concrete paving in 1931—duplicating Iowa's 1930 program of 1,000 miles—(largest of any state.)

Retail advertising in our newspapers in April totaled 99½% of last year's lineage.

*Business is O. K. in Iowa!*

**Des Moines Register  
and Tribune  
Over 240,000 daily**

# 1,610,414 Hands Reaching for a Sweet

**T**HE 1,610,414 inhabitants of Northwestern Agropolis reach for a chocolate without ever a thought of future shadows. Healthy folks, whose vigorous type of work demands this energy-building food—why should they worry about double chins?

The 343,738 farm families here buy 88.7 per cent of their candy in towns of 2,500 or less, where merchants are served by a single wholesale district.

More than half the people of the territory (51.2 per cent) live in farm homes. There are more homes on country highways here than in all towns and cities combined.

Advertising for this vast market is simply accomplished. **THE FARMER** has the largest circulation (262,000 homes) of any publication of any kind in the territory.



Saint Paul, Minn.—Telephone Cedar 4141  
Minneapolis, Minn.—Telephone Main 6700

New York Office  
Wallace C. Richardson,  
INC.

250 Park Avenue  
Telephone: Eldorado 2044

Chicago Office  
Standard Farm Papers,  
INC.

Daily News Building  
Telephone: Central 3467

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# Consumptionism

Get the Consumer to Use Up the Goods He Now Merely Uses

By Earnest Elmo Calkins

President, Calkins & Holden, Inc.

THIS is pre-eminently and emphatically the age of consumption. For years we have used the phrase "consumer demand," but we are now just beginning to learn what it means. We once thought it sufficient for a manufacturer to conceive goods within the four walls of his factory, design, fabricate and market them according to his own inclination and convenience and persuade the customer to accept them by advertising. And the customer did accept them, and our success blinded us to the fact that we were not yet plumbing the depths of consumer demand.

We suspected the truth when some manufacturers shrewder than the rest began to practice consumptionism. Surveys were made to find out not what the consumer will buy, but what he wants to buy—what goods, in what units, how packaged, of what design, in what colors, at what price, and how distributed.

The shortest distance between the store shelf and the pantry shelf is what the modern woman wants. She has found leisure and does not want to fritter it away doing her marketing. There are too many things to do, too many new toys to play with. This new leisure for what was formerly the busiest sex has stepped up the sales of cars, radios, movies, vanity products, sports goods and books. Retailing of necessity goods has become a smooth, easily running machine to distribute goods along the line of least resistance. Woman has recreated merchandising in her own image.

Questionnaires are not the most scientific method of finding out what is on the consumer's mind. She can't tell you. She is inarticulate. Better progress is made by studying her behaviorism and not-

ing the new habits which our rapidly changing civilization is creating, and deducing from such study what effect they may have on whatever you make. What are some of the characteristics of this modern era?

There has come about in this country a new attitude toward life and the apparatus with which life is lived, which greatly affects the things people buy and consume, and which has been aptly named *the new American tempo*. It means that the pace has been accelerated, that new ways, new things, new ideas are quickly spread and eagerly assimilated, and that a semblance at least of that smartness and sophistication which were once the prerogative of the privileged few is now demanded by practically all. Each must have his flourish, his little touch of up-to-dateness, his method of showing he is aware of the ways of the modern world and lives in it.

The manufacturer who hopes for the greatest success must cater to this new consciousness, must synchronize his business with this modern tempo. He must give to his products a certain intangible, indefinable something that will display this spirit, give them vogue, show them in a new light as it were. This something is not what we understand by the word "quality." Quality must be there; in fact, all the old-fashioned virtues—purity, cleanliness, honest weight, service, value. But those are now taken for granted. They are expected in products bearing an honored name, and are generally found there. But they are no longer enough. In addition to all those things which made a product popular and desirable in the old, slower-paced days, there must now be what for want of a better name we have called *Modernity*.

\* \* \*

We must begin to engineer con-

Extracts from an address delivered before the convention, at Washington, of the Advertising Federation of America.

sumption, study it, control it, produce it. We have already learned to engineer production. We can make practically anything in any quantity if there is enough demand for it. We can shift easily from one pattern to another, change our styles and even our products if necessary. The problem is to consume the additional goods our factories can make.

Producing customers is one of the legitimate objects of mass production. Unemployment becomes one of the problems of consumptionism. It cuts down the visible supply of consumers. It is not a local matter. Slack time in Detroit concerns Lynn, and slack time in Lynn concerns Detroit. What we now call over-production is under-consumption. If we are able to bring to bear on this problem the insight and efficiency that we brought to engineering production we will find that few markets have reached the saturation point.

Consumption engineering anticipates changes in buying habits. The consumption engineer is the big job of the immediate future. He will outrank the sales manager and give orders to the production manager. It is not his job to sell what the factory makes, but to teach the factory to make what the customer will buy. He will find out what is clogging the flow of goods and remove the obstacle.

One of the oldest devices for consumptionism is service, something added to a product to make it more readily acceptable. Service is a genuine contribution even if some manufacturers overplay the word and evoke sneers from the critics of business. There is no contention that it is unselfish. It is no more disinterested than any other form of selling. But in spite of that the service can be real, a genuine benefit to the public, such as Metropolitan Life's magnificent contribution to the cause of public health, or Eastman Kodak's generous gift of 500,000 cameras to the nation's twelve-year-olds.

The consumption engineer will study the consumer not only to style goods according to his preference and distribute them through

outlets created by his habits, but he will see to it that the consumer is financially able to pay for them. It is as necessary to provide consumers as goods, and as necessary to provide the consumers with money as with goods. Business had already accepted the responsibility for financing consumption when it instituted instalment selling.

We have seen in a comparatively short time a complete reversal of much of the garnered economic wisdom of the centuries. Many of the old copy-book maxims have been scrapped. We have learned that prosperity lies in spending, not in saving. For years we thought that low cost labor increased the profits of manufacture. Now we know that highly paid labor produces greater profits, and the highly paid laborers furnish the customers. The increased profits come from increased production made possible by increased consumption. With his wages and his dividends the workman buys more goods, products of his own and other factories, a co-operative arrangement of the highest potential significance. Any interruption of this perfect balance is the concern of the whole of industry, for it means that the supply of consumers is threatened.

We engineered an adequate supply of goods. We can engineer an adequate supply of customers. Unemployment means under-consumption, and under-consumption means that the consumer is not buying. The cause may be that the goods are obsolete, or merely that the consumer has no money, but it is the duty of the consumption engineer to find the cause and remedy it. "Over-production," says Henry Ford, "means something out of date."

It would be well if the directors of corporations could be made to realize that the profits they are inclined to hold back are needed to increase the consumption of goods. Liberal distribution of profits is as necessary to consumption as high wages. Spending is as desirable in corporations as in individuals. Profits retained at the top, whether

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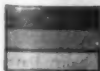
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March 22, 1930
Liberty

**Bois Dormant**  
"ENCHANTED DROPLAND"  
PARFUM TRÈS MODÈRNE

Its irresistible fragrance will seduce  
long after memory of its application  
has departed... bewitching, charming.  
PRICES: 41 oz. \$12.50 and 61 oz. \$14.00  
700000 5100 0100 700000 0100

**HOUBIGANT**  
PARIS



**A**DVERTISING of the noted house of Houbigant, Inc., has graced the pages of Liberty consistently since 1928. Investing more money in Liberty space each year, Houbigant testifies to the ability of Liberty to build

sales among the smart-appearing, metropolitan women of its more than 2,400,000 reader families!

**Liberty**  
*and Weekly for Everybody*

—Biggest Newsdealer Sale of Any Magazine



plowed back into the business, invested in securities or loaned at fancy rates are invested in production instead of consumption.

Consumption engineering is the new business science. Some would call it Direction of Distribution, but that does not go far enough. I prefer the term that suggests the scientific approach. Distribution once meant merely getting the goods stocked in the retail store. Today our thinking has advanced to that point where by distribution we mean actually in the hands of the consumers. But even that is too static for this rapid-paced age. Are the consumers consuming them fast enough? Goods fall into two classes, those we use, such as motor cars or safety razors, and those we use up, such as toothpaste or soda biscuit. Consumption engineering must see to it that we use *up* the kind of goods we now merely use. Would any change in the goods or the habits of people speed up their consumption? Can they be displaced by newer models? Can artificial obsolescence be created? Consumption engineering does not end until we can consume all we can make.

#### T. P. Pfeiffer Appointed by Byllesby Engineering

T. P. Pfeiffer, who has been manager of the advertising division of the Byllesby Engineering and Management Corporation, Chicago, has been appointed advertising manager of that company and of the affiliated Standard Gas and Electric Company. J. W. Hicks has been appointed publicity director of the two companies, continuing in charge of the Byllesby publications.

#### Guy Gilpatric Leaves Federal Agency

Guy Gilpatric has resigned as vice-president of the Federal Advertising Agency, Inc., New York. Frederick Bruns has taken over the duties formerly handled by Mr. Gilpatric. Mr. Gilpatric is planning to devote his whole time to fiction and other writing.

#### Advanced by Georgia Power Company

John R. Marsh, formerly assistant manager of the public relations department of the Georgia Power Company, has been appointed manager of that department, succeeding L. K. Starr, resigned.

#### Four A's Adds Associate Members to Business Paper Group

The American Association of Advertising Agencies has added seven associate members, from among non-member agencies specializing in industrial and technical advertising, to its committee on business papers of which Walter Buchen, president, The Buchen Company, Chicago, is chairman. The following have accepted invitations to sit in as associate members of this committee: O. S. Tyson, O. S. Tyson & Company, Inc., New York; W. L. Rickard, Rickard and Company, Inc., New York; Roger L. Wensley, G. M. Basford Company, New York; Gordon A. Rieley, The Powers-House Company, Cleveland; Paul Teas, Paul Teas, Inc., Cleveland; Russell T. Gray, Russell T. Gray, Inc., Chicago, and George J. Kirkgasser, George J. Kirkgasser & Company, Chicago.

#### Appoints Emil Brisacher and Staff

The Delray Corporation, San Francisco, has appointed the San Francisco office of Emil Brisacher and Staff, advertising agency, to direct the advertising of its Delray ravioli. Newspaper, outdoor and radio advertising are being used throughout the Western States.

#### G. E. Towns Heads Charles P. Holland Company

Glen E. Towns, for ten years sales and advertising manager of the Type Trading Corporation, New York, has taken over the management of the Charles P. Holland Company, premium service, of that city. He is a stepson of the late Charles P. Holland, founder of the company.

#### Appointed by Better Vision Institute

M. J. Julian, formerly an account executive with the H. B. Humphrey Company, Boston advertising agency, has been appointed manager of the Better Vision Institute. He will open offices in the Graybar Building, New York, on June 1.

#### Ramsey Agency Opens Chicago Office

The L. W. Ramsey Company, Davenport, Iowa, advertising agency, has opened a Chicago office at 230 N. Michigan Avenue. H. M. Dancer, formerly with the agency's Davenport office, is in charge.

#### H. O. Stevenson Joins Sun Agency

Hugh O. Stevenson, formerly assistant production manager of the Campbell-Ewald Company, Inc., Detroit, has been appointed production manager of the Sun Advertising Company, Toledo.

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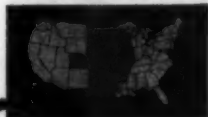
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# Real Editorial Service

The interest of the Editors of *Capper's Farmer* in their farmer readers extends far beyond simply "getting out the paper" for them every month. They are sincerely concerned with all of the many problems which constantly confront the big-business farmer of the Midwest and are always alert in cooperating with them for a solution.

That's why *Capper's Farmer* not only *tells*, but *sells* readers on specific, farm-proven practices.

During the past three years, *Capper's Farmer* methods for chickens, turkeys, hogs, cattle, sheep, corn, cow-testing, leasing, property-protection were definitely adopted by a half million farmers.



# Capper's Farmer

ARTHUR CAPPER, *Publisher*  
Topeka, Kansas

COVERS THE NATIONAL FARM MARKET

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# and Again!

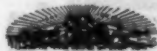
*Largest Circulation in  
Baltimore Sun History*

**THE SUNPAPERS**  
*in April*

**Daily (M & E) 305,073**

7,664 Gain over April, 1929

**THE**



**SUN**

**MORNING**

**EVENING**

**SUNDAY**


JOHN B. WOODWARD, INC.  
Bowery Bank Bldg., 110 E. 42nd St.  
New York

C. GEORGE KROGNES  
First National Bank Bldg.  
San Francisco

GUY S. OSBORN, INC.  
300 N. Michigan Ave., Chicago  
JOSEPH R. SCOLARO  
General Motors Bldg., Detroit  
A. D. GRANT  
Constitution Bldg., Atlanta, Ga.



AN UNUSUAL VIEW OF BALTIMORE




# 7 5 8 , 4 3 6

Average net paid Sunday Sale of  
The New York Times in April

April, 1930.....	758,436
April, 1929.....	738,654
Gain.....	19,782

THE AVERAGE WEEKDAY SALE  
IN APRIL, THIS YEAR—432,032  
COPIES—ALSO SHOWED A  
GAIN OVER APRIL, 1929

## The New York Times



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# Rewarding Salesmen for Suggestions

Should They Be Paid Certain Definite Amounts for Their Practicable Ideas?

NEW ENGLAND COUNCIL  
BOSTON

Editor of **PRINTERS' INK**:

Do you know of any companies that give special rewards to field salesmen for ideas or suggestions, turned in and accepted by the management, covering:

- (a) New uses for present products or lines,
- (b) New packages of greater sales appeal,
- (c) New products, i.e., products really new, and not merely existing products which have not been previously carried in the company's line,
- (d) Practical ways to reduce selling expense and costs of distribution, or to simplify the "machinery" of distributing the product?

The "suggestion" system seems to have proved very useful in many instances among the shop forces inside the factory. We would like to have your comments on the extent to which it may have been used, or is being used, among the employees *outside* the factory, viz., the field sales force.

RAY M. HUDSON,  
*Industrial Executive.*

THE factory suggestion box doesn't usually apply to the salesmen who make suggestions. Right or wrong, and whether we like it or not, the average mechanic or factory worker in a big company doesn't seem to advance so quickly as the average salesman, nor are his opportunities quite so great. The factory worker who makes a suggestion for which he may be rewarded \$25 or \$50 is paralleled by the salesman who knows when he does something decidedly outside of his regular work that he is being observed by the man just above him for possible promotion. The least that he hopes for is \$520 or a raise of \$10 a week, on a suggestion which he knows is practical and which he sees used by the firm.

This viewpoint has been expressed strongly by representatives of several large companies who have told us of their experiences in this matter.

The United States Rubber Com-

pany makes the following statement:

It seems to us from our experience that there is no similarity between the suggestion system which you might have in operation in a manufacturing unit and a similar thing for sales people.

The ordinary factory employee does not have the same opportunity to climb in the organization that a salesman has. In other words, a few dollars handed out for a suggestion in a factory where you have a lot of people together is stimulating not only to the person who gets it but to his associates who know of the award for his suggestion.

In our present set-up the salesman has two incentives:

1. Our salesmen's compensation plan which furnishes the financial incentive for him to put forth his best efforts.
2. Outside of this financial incentive, the salesman's advancement is measured by the amount of intelligence and constructive thinking he is doing in regard to the company as a whole and this should reflect itself in his recommendations. It does not seem that with the right type of man any financial incentive beyond his regular compensation should be paid.

The non-financial incentive, however, which is the opportunity for him to rise in the organization, should have a very strong bearing, and the type of man that this particular non-financial incentive would have the greatest effect on would be the type that would resent a hand-out of a few dollars for some constructive suggestion or recommendation he made in regard to the affairs of the company.

I once knew a case of a company that had a very liberal suggestion system. One of their salesmen made a recommendation outside the line of his duties in one of his reports. It was sent along to the suggestion committee. A short time later he received a letter from the suggestion committee and an award of \$5 for his suggestion. The next mail brought his resignation.

Several other companies agree that a salesman should not be paid a certain definite amount for a suggestion in the same manner that a worker in the plant is rewarded for his suggestion, dropped into the suggestion box in the factory.

The Dennison Manufacturing Company of Framingham, Mass., has maintained a suggestion box for thirty years. During the first year, 267 suggestions were sub-

mitted and from that time on there was a steady increase until, in 1929, 2,524 suggestions were submitted. Of this number, 309 came from the sales end. Thirteen per cent of the total suggestions received were approved and received an award. The viewpoint of Dennison on the difference between salesmen's suggestions and those received from other members of the organization, is summed up in the following statement. Only seventeen suggestions of the 309 approved last year came from the selling end:

The reason for this undoubtedly is that all salesmen with five years' or more experience are Managerial Industrial Partners and hence are not eligible to an award, but are expected to send their suggestions direct to their sales managers. These suggestions go through an entirely different procedure.

Suggestions concerning merchandise, such as new designs, new uses for Dennison products, etc., are referred to the Merchandise Committee who, in turn, give them to the sub-committee directly responsible for the creation and sale of the particular commodity to which the suggestion applies. If the suggestion concerns a selling policy, sales form, sample case, or something which does not pertain directly to a selling idea, it is referred to a small sub-committee for consideration. The recommendation of this sub-committee is passed on by the merchandise committee and the decision on the worth of the suggestion is made by the merchandise committee itself based on the recommendation of the sub-committee.

Suggestion awards are divided into two classes—major and minor.

#### Major Awards

Suggestions which involve fundamental or basic changes in methods of selling or merchandising a product, which will result in a considerable financial saving or increase in profits, receive a minimum award of \$25, but for exceptional merit \$100 or more may be awarded. If the suggestion is an adaptation of present methods which will produce a substantial saving in cost, or increased profits, or sales, a minimum award of \$10 is made and if adopted for exceptional merit, \$50 or more may be awarded.

#### Minor Awards

Suggestions which show no substantial saving or increased profit, yet may show some financial return through improvement of working conditions, price book changes, insuring better quality, etc., may receive up to a maximum award of \$20.

Each major suggestion award is reviewed by the director in charge and receives his written approval before being recorded on the final list of awards. All major suggestions accepted are re-

viewed within one year in order to make certain that the award is commensurate with the value of the suggestion.

The revised rules governing sales suggestions, effective since early last year, are as follows:

1. Suggestions must show originality or ingenuity to be considered for award, although unusual adaptations of methods or equipment in use may be considered for award, if of sufficient value.
2. Original ideas in suggestions, although not obtained by exact method of suggestion, but resulting from investigation or development of a suggestion, will be considered for award.
3. If a suggestion is received and it is found that there was a previous suggestion, the last suggestor will be notified that his suggestion was previously considered and is not an original suggestion. The original suggestion will be reconsidered according to the rules governing suggestions and if approved the original suggestor will be awarded.
4. Suggestions showing originality, although not accepted when made, may be considered later for award if made use of because of their originality but not because of an obvious change in conditions.
5. An employee assigned to Research, Experimental or Departmental work is not eligible for an award in connection with his work. Original ideas in other branches of the business are, however, open to him for suggestion awards.
6. Suggestions for new merchandise, new uses for present merchandise, are solicited and are eligible for awards.

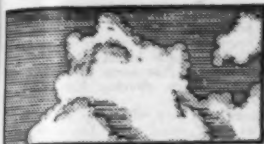
It will be noted in the Dennison plan that all major suggestions are reviewed within the year in order to make certain that the reward is commensurate with the value of the suggestions. This, quite naturally, leads to the same point of view suggested by the United States Rubber Company, that the salesman who makes usable suggestions is very likely to find that his real reward comes in promotion rather than in the monetary value of the cash recognition he may receive.

A similar view is expressed by the Ambler Asbestos Shingle & Sheathing Company which says:

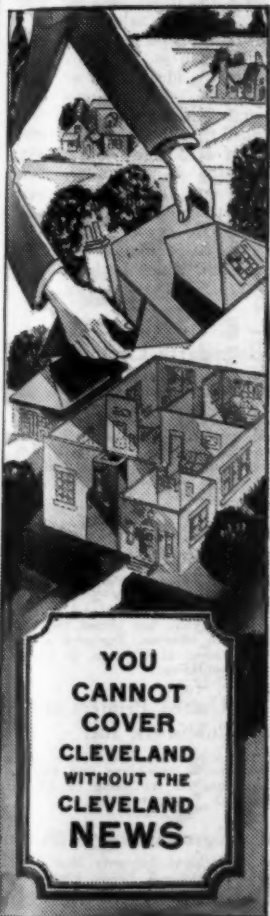
Generally speaking, our sales managers are glad to receive suggestions from salesmen and the salesman who makes practical suggestions, showing a real interest in the products he is selling, is the man on whom headquarters keeps its eyes. The reward is therefore not an immediate financial one but, rather a quicker opportunity for promotion.

The Fuller Brush Company says:





## Getting the *Inside Story* of 257,320\* Cleveland Homes



**N**OW advertisers can get unbiased facts and figures of the Cleveland market . . . for Emerson B. Knight, Inc., nationally recognized market analysts have completed a consumer buying survey of this important field.

Facts and figures on home ownership, autos, radios, electrical appliances . . . and on newspapers of course.

This true certified study of Cleveland families will illuminate and eliminate many of the obscure "theories" that existed regarding this city.

We are prepared to make specific application of Knight facts to your advertising problems upon request.

\*Knight—certified homes in A.B.C. Greater Cleveland

### THE CLEVELAND NEWS

GEO. A. McDEVITT CO.  
National Representatives

In our sales organization we have found that the man who develops any new idea in the field reaps his own reward in direct promotion as a result of his sales activity.

Our men are very active in trying out new plans, based on the fact that they know their success will result in more rapid promotion.

The Graybar Electric Company has a plan which, while it is very flexible and informal, has resulted in some very valuable contributions to the business. It will be noted that the plan, as outlined in the letter below to all employees, makes no distinction between the sales force and the production employees and so is a little different than those described previously. But it will also be noted that rewards instead of being insignificant in amount, run up to \$1,000 and also the salesman who makes a suggestion which is acted upon, is watched carefully for possible promotion.

The letter which announced this plan to the Graybar employees follows:

We recognize that if our merchandising business is to grow and prosper, we must be continually on the lookout for new devices to add to our line. Our engineering department is charged with the responsibility of developing and securing new devices of this character but due to physical limitations, it is impossible for them to keep continually posted on every new development coming along over the country.

Our two thousand employees represent a tremendous asset to us in the development of new ideas which can be translated into devices which we can profitably produce and sell.

As stockholders, every new device which produces business and profits for this company adds value to your investment and you, therefore, should be always on the lookout for new devices. If you hear or think of some device that you feel Graybar can profitably handle, or if you have an idea which might be developed and expanded into a salable device, tell us about it and give us an opportunity to look it over.

All new ideas and suggestions sent to us will be reviewed by a special committee set up for this purpose. Rewards up to \$1,000 each will be made to employees (excepting those in the General Merchandising, Production and Engineering Departments) submitting ideas, suggestions or devices which, as a result of this committee's recommendation, are used by the Graybar Company.

You thus have two incentives to stimulate your thought along these lines: First, a reward that will come to you indirectly because of greater business and greater profits your company will secure as a result of having adopted your idea, suggestion or device; and

second, a direct monetary reward for every idea used.

Consider every idea as an important one because business history has shown that little things that seem to be unimportant very often develop into profit-making possibilities.

We hope that you will keep your eyes open and your mind alert for new devices and new ideas we can translate into bigger and better business for Graybar.

In spite of this one case in which all employees are put into the same category as far as suggestions are concerned, the usual plan seems to be to consider the sales force as a separate entity and to assume that every salesman is on the lookout for every new idea which will help his house, as well as himself, sell more and better merchandise. It is assumed that the salesman thinks of himself as a potential executive and that he is, therefore, most likely to put forth all his best efforts without hope of a small and immediate reward, but rather in the hope of promotion to the big position upon which he has set his heart.—[Ed. PRINTERS' INK.]

### R. C. Aby Joins John Baumgardner Company

Roland C. Aby, formerly with the Campbell-Ewald Company, Detroit advertising agency, and, prior to that, with the Jahn & Offler Engraving Company, Chicago, has joined the advertising department of the John Baumgardner Company, South Bend, Ind., direct mail and printing firm, in a creative and copy capacity.

### Lorry Northrup with B. B. D. & O.

Lorry Northrup, for the last twelve years with Erwin, Wasely & Company, first as director of research and later as director of service, has joined the staff of the Batten, Barton, Durstine & Osborn Corporation of Chicago, as an account representative.

### Now United Printers and Publishers, Inc.

The Gerlach-Barklow Company, Chicago, advertising calendars and specialties, has changed its name to United Printers and Publishers, Inc.

### Joins Rogers-Kellogg-Stilson

Paul F. Jackson, formerly New York manager of Corday & Gross, Cleveland, has joined the merchandising division of the Rogers-Kellogg-Stilson Company, New York, as new business manager.

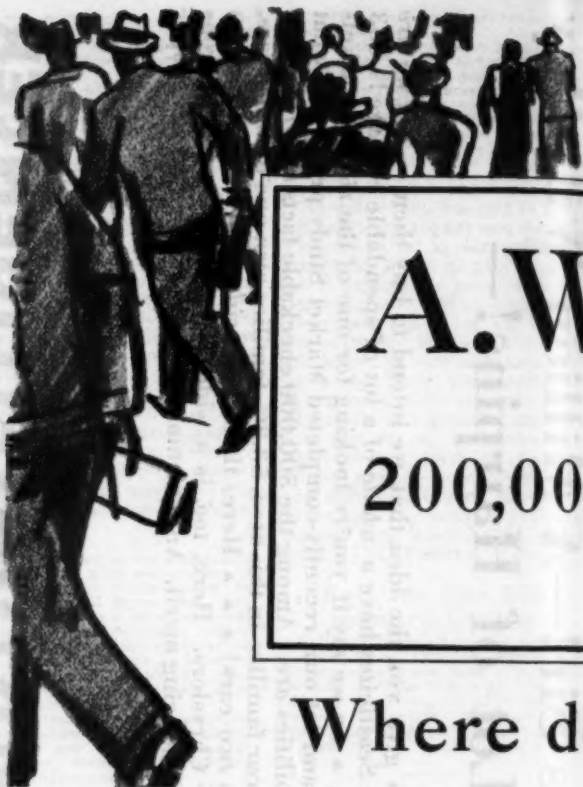
Yes Sir!—A Million Will Buy



## Yes Sir!—A Million Will Buy a Lot of Hairpins!—

**N**OW we don't want to give you the idea that we intend to buy them—but we are stating that these Greater Seattleites have a *whale* of a lot of spendable coinage! 633 millions, to be exact. ▲ ▲ ▲ So we say if you're looking for one of the *richest* markets in America, pick Seattle and let our recently-completed Market Study prove just what your potential sales possibilities are. Among the 500,000 checkable facts now ready for you are *these*: 48,720 *no-car* families in this area, 53.8% families own one or more cars, while 3,223 families own *two* cars! ▲ ▲ ▲ Here, then, is a *wide-open* market for you Henry Fords and Walter Chryslers. Here, too, is a wide-open, receptive, prosperous market for *any* product of enduring merit. And, fortunately, a *great* morning newspaper to do your advertising job!

**SEATTLE** **POST-INTELLIGENCER**  
A MILLION MODERNS IN THIS MARKET!



# A.W.O.

## 200,000 Bos

### Where do the

**T**WO of Boston's three leading papers lose practically 200,000 of their daily circulation in the 30-mile trading area on Sunday!

It must be that during the week these two papers are read largely "en route" . . . on trains, buses, trolleys . . .

*The Boston Globe has practically the same circulation on Sunday as on week days in this same market.*

Daily circulation figures tell little in the Boston Trading Area. Too many thousands of evening papers bought downtown and carried out to suburban homes. With two Boston papers selling space only on a morning and evening combination basis, no detailed town-by-town circulation comparison of Boston daily papers is reliable.

But Sunday, the one day of the week when every paper is a

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do they go?



"home paper," offers a fair, accurate basis of comparison. The undisputed strength of the Boston Globe on this day demonstrates that it is a paper read daily and Sunday at a time when readers are relaxed . . . unhurried . . . in a receptive mood . . . at home.

A woman's page started 36 years ago as the first woman's page in America . . . more department-store advertising than any other Boston paper . . . more local news . . . entertaining features . . . these are some of the attractions which make the Globe a "home paper"—seven days a week.

The whole Boston newspaper situation is analyzed in a booklet, "Reaching Buying Power in the Boston Market." Write for a free copy.

The BOSTON GLOBE

# As sturdy as the Oak with the impregnable strength of Gibraltar

**WE** will not say that The Times-Star has had a phenomenal growth in the Cincinnati market since its founding in 1836. Rather, we will say that its growth has been constant, continuous and above all, staple.

Founded by people who have made Cincinnati famous politically; ever maintaining the policy of promoting the best interests socially, politically and economically, of the Cincinnati area, and with its circulation or coverage rooted securely among the substantial, progressive element, The Times-Star represents the very pulse of Cincinnati progress.

This sturdy position places your sales story in a most favorable light. Before your platform in The Times-Star stands an audience attracted by 93 years of confidence-building service. Lineage supremacy for 22 years is both the cause and the result of sustained advertising successes in The Times-Star market.

The Times-Star carried 3,433,316 lines of national advertising in 1929—a gain of 336,232 lines over 1928 and a lead of 1,373,832 lines over Cincinnati's second paper in national lineage.

## THE CINCINNATI TIMES-STAR

*Eastern Representative*  
**MARTIN L. MARSH**  
60 E. 42nd St.  
New York City, New York



*Western Representative*  
**KELLOGG M. PATTERSON**  
333 North Michigan Ave.  
Chicago, Illinois

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# Advertising Federation Adopts New By-Laws

Government Talent Heavily Drawn Upon for Program Material

PRINTERS' INK's Convention  
Headquarters, Washington, D. C.  
Special by Wire, Monday, May 19

THE thousand or more people attending the convention of the Advertising Federation of America here went over to the White House lawn today and had their pictures taken with President Hoover—incidentally crowding each other a bit for prominent positions in the ensemble. This ceremony completed, they went to lunch in a body and sat there for four hours listening to eight speeches. Thus was started the first general session of the meeting, which was scheduled to continue until Thursday.

Meanwhile, the Newspaper Advertising Executives Association began a three-day session of its own in the United States Chamber of Commerce Building with many important matters, including the local and national rate differential, coming up for discussion.

The Federation drew heavily upon Government talent for its program material. Senator Henry J. Allen, of Kansas, spoke at the opening meeting and others to appear subsequently were Senator Pat Harrison, of Mississippi; Senator Arthur Capper, Congresswoman Ruth Hanna McCormick, of Illinois; Secretary of the Interior Wilbur, Secretary of Labor Davis and Dr. Julius Klein, Assistant Secretary of Commerce.

The idea of starting each general session with a luncheon program is one that Charles C. Younggreen, president of the Federation, tried out and found good at the Sixth District convention at Milwaukee four years ago and at last year's convention in Berlin. The members seemed to like it pretty well; it gave them plenty of time for departmental meetings and other activities.

There is little of politics to be

seen, even though the convention is being held in Washington. This is because the board of directors, headed by Walter A. Strong, publisher of the *Chicago Daily News*, has full power to manage the association and to select a president and other officers.

New by-laws were adopted by the board at a breakfast session this morning, and PRINTERS' INK was able to obtain a digest of them as they are to be announced at Wednesday's business session. They provide for five classes of membership—local clubs with a minimum of \$60 dues, national groups, with \$100 dues, sustaining members with \$100 dues, associate members with \$25 dues, and chapters of college fraternities with \$10 dues, but no vote.

The board of directors has been increased from seventeen to twenty-one by the addition of a representative of the women's clubs and three other directors.

The executive officers, president, secretary and treasurer, are to be elected by the board. Nominations for the board are to be made by a committee of eleven, three of whom are to be appointed by the chairman of the local clubs, three by the chairman of the national groups, one by the chairman of the women's clubs and four by the chairman of the board of directors.

The voting representation of the clubs is not changed. That of the national groups is on the same basis as that of the clubs.

To avoid possible conflict of authority, the Board of Club Presidents is changed to the Committee on Club Management. The Advertising Commission is changed to the Committee on Departmental Activities and the Women's Advertising Federation to the Committee on Women's Club Management. The Committee on Departmental Activities is increased by the appointment of enough buyers

of advertising—local or national—to give the buyers a majority.

Each of these three committees elects its own chairman who becomes vice-president and member of the board of governors, but none of the three has a constitution or by-laws or any form of separate existence except as part of the Federation under the control of the board of directors. Provision is made for a district organization of the women's clubs. There is no change in the Bureau of Research and Education.

Provision is made for associating with advertising groups of other countries in an international body, provided that American representatives in such a body shall have no power to commit the Federation to any plan or agreement or financial responsibility as to international relations until such steps have been approved by the board of directors.

Past-Presidents' Council, consisting of all living past-presidents, is created and may be consulted by the board or the president.

As this dispatch was filed, President Younggreen persisted in his refusal to accept re-election. He was, however, slated for a three-year membership on the board of directors. Other new directors on the tentative slate are: Bennett Chapple, American Rolling Mill Company; T. F. Driscoll, Armour & Company; John Benson, President of the American Association of Advertising Agencies; Joseph H. Appel, of John Wanamaker, New York; John Martin, Curtis-Martin Newspapers; P. F. O'Keefe, P. F. O'Keefe Advertising Company, Boston; Lee H. Bristol, vice-president, Bristol-Myers Company, New York; Don Bridge, advertising manager, Indianapolis *News*; Robert L. Johnson, vice-president, Time, Inc., New York.

It was expected that George L. Corey, of the Cleveland Twist Drill Company, would be the next chairman of the Committee on Club Management.

Those who have been to this and other conventions would recognize happenings that seem regularly to associate themselves with these gatherings. There were delegates

who complained of paucity of entertainment. There were delegates who complained of too much entertainment.

There was what is now a customary arrival of delegates by airplane. About thirty-five Philadelphia women arrived under the guidance of Amelia Earhart. There also was the subtle sandwiching into the program of a breakfast meeting by the Chicago women delegates.

Introduction of the prohibition question injected itself into the convention in the remarks of Senator Allen. While not questioning the purpose of the Volstead Act, he intimated that this could have been more quickly and more substantially achieved, had educational advertising been made the instrument of enforcement over the last ten years rather than coercive policing. "I think," said Senator Allen, "if we had spent 10 per cent of the money expended for the enforcement of the Volstead Act upon a scientific presentation, not only of the duty of obeying the law, but of the deadly effect of alcohol as well, it would have cured the evils by this time."

#### *Would Advertise Naval Treaty*

Senator Allen also would encourage the use of advertising to educate people concerning other important problems of the day, citing the treaty on naval limitation as a case in point. Himself formerly associated with advertising as a newspaper publisher, he said were he in business again he would see what could be done in the way of selling the London Treaty to the public. Why is there some doubt as to whether this treaty will go over he asked? "Because none of us has yet been compelled to read it," he said. Turn it over to a modern advertising agency, he ventured to suggest, and we will not be able to dodge it.

Addresses at the opening session by Earnest Elmo Calkins and Mr. Younggreen are reported elsewhere in this issue.

The present business situation, according to Merle Thorpe, editor of *Nation's Business*, calls not so

AI  
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WIL  
New York  
Chicago



# 'A NEW CITY WILL ARISE'

"WE will call it Phoenix, for here on the ruins of the old, a new city will arise." Thus, was decided the name that later became the capital of Arizona.

A gradual growth followed that year of 1870 until later when the resources and other advantages of this great state began to be recognized—and then there was a rapid development such as few cities have enjoyed.

Now, Phoenix is a distributing center that serves a buying population of 500,000 people. Within the city limits assessed valuation of property has advanced from \$9,000,000 in 1911 to \$81,000,000 in 1929—an increase of over 800%.

Advertisers see here an ideal situation, for 81% of all Phoenix newspaper reading families—city and suburban—definitely prefer The Republican. 88% receive it regularly.

Secure maximum results by concentrating in

## THE ARIZONA REPUBLICAN P H O E N I X

Williams, Lawrence &  
Cresmer Co.

New York... 285 Madison Ave.  
Chicago... 360 N. Michigan Ave.

**KOTAR**  
INCREASINGLY  
IMPORTANT IN  
ARIZONA

M. C. Mogensen & Co., Inc.  
San Francisco... 564 Market St.  
Los Angeles... 433 S. Spring St.  
Seattle... 603 Stewart St.  
Portland... 69 Broadway



much for high-pressure salesmanship as it does for intelligent selling. It is the ingenuity of American advertisers to arouse desire and stimulate new ones, he stated, that has pushed American business ahead.

Few vacant seats were available

at the conference on training for advertising. John Benson, who presided, called on a number of representatives of educational institutions, advertising agencies, advertisers, and publishers, to discuss employers' specifications and educators' objectives.

## Highlights of the Convention

### Hints for Publication Representatives

Not one in twenty representatives arranges for an appointment in advance. This is the observation of William A. Sturgis, vice-president of Smith, Sturgis & Moore, Inc., New York advertising agency, based on recollections over a decade of space buying. In his opinion this factor is one of the reasons which result in loss of time on the part of buyers and sellers of space which both deplore so frequently.

Other reasons which hinder close relations, he pointed out, have their origin in failure to plot the interview so that it will be productive to both of the interested parties. In pointing out these weaknesses to a meeting of the magazine departmental, Mr. Sturgis called attention to the fact that the suggestions which he had to make were based on ten years of work in selling magazine space as well as ten years of experience on the other side of the fence.

"Let me say," he said, "that generally speaking few magazine representatives show their magazines during an interview; very few representatives are carefully prepared in advance with anything more than a smattering, superficial knowledge of the advertiser's objective, and very, very few representatives follow up calls with a letter summarizing the high spots of the interview. Also, not one representative in twenty arranges for an appointment in advance. This situation, to my way of thinking, is the fault of the house sales policy."

Mr. Sturgis had been asked to address the departmental on "Lin-

ing Up Lineage" and what he had to say was in the nature of hints from a buyer of space which he felt would enable sellers to make further progress with buyers. "Name publicity," he said, "is a vital thing and as most of us humans are more eye-minded than ear-minded, what is more obviously logical than the necessity and urgency of a representative showing his magazine and turning the pages of it during every interview?"

"Careful preparation in advance of a call seems to be the exception and not the rule," Mr. Sturgis continued. "By preparation I mean the representative should study over the past copy policy which has been run by the client whose business is being solicited. The representative should talk with the client and learn what the purpose of the advertising is. I have seen many fine solicitations go on the rocks because representative interpreted his magazine on a client's set-up which was antedated by a season or two."

Follow-up by letter is an important sales aid which is not fully employed, in Mr. Sturgis' opinion. How much more effective, he asked his audience to conjecture, is the time spent in solicitation if a letter is received the next morning by the agent or advertiser, recapitulating the leading points stressed during the interview.

### Use Has Converted the Banker

The very essence of salesmanship, enthusiasm and imagination, have been foreign to banking mentality. Through his European inheritance,

# TWO FRONT PAGES



## GREEN SPORTS COVER

NOW—NO LOSS  
IN NEWS CONTENT  
Of Late Sporting Editions!

Front-page make-up of New York evening newspapers' late sporting editions has heretofore sacrificed general news to final sports results. By a bold innovation, The Evening World now retains complete news coverage and whole-family appeal *all day*. The regular FRONT NEWS PAGE runs throughout *all* editions, appearing inside the Green Sports Cover in the Late Sporting editions.

**ANOTHER BIG STRIDE FORWARD**  
*in Evening Newspaper Making!*

# The Evening World

NEW YORK'S FOUNDATION NEWSPAPER

Tribune Tower  
Chicago

PULITZER BUILDING  
NEW YORK

Gen. Motors Bldg.  
Detroit



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## THE CREAM BUYERS RE

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In that survey of a Typical Trading Center which we've been telling you about, we ran across dozens of indices of greater buying proclivities among Cosmopolitan families.

None is more significant than the story the dairymen told.

600 names were given the dairies to check 300 families who read Cosmopolitan, 300 who do not—families alike in financial rating, credit, social position, etc.

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### COSMOPOLITAN: A Class Magazine with

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## ERSRE GOOD PROSPECTS

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In a large percent of the Cosmopol-  
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was a standing order for cream  
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In the non-Cosmopolitan families  
the cream buyers were a negligible  
number.

Which is further proof that reading  
habits are akin to buying habits and  
that Cosmopolitan's families have  
the temperament which makes  
them good prospects for most adver-  
tised products.

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Magazith More Than 1,600,000 Circulation

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the banker had been taught to believe that his business was a profession and that the standards of professional ethics should limit its expansion.

This background of banking psychology was described at a general session meeting by Francis H. Sisson, vice-president of the Guaranty Trust Company of New York, who explained that it was this viewpoint which accounted for nonacceptance and misunderstanding of advertising by bankers. Gradually the banker is learning that these European traditions have no rational bearing upon American banking or business life, it was stated. They belong to the period of the high hat and the frock coat in Lombard Street and the American banker is coming to appreciate that there is not only no sacrifice of dignity in selling his service, but that it may be a genuine contribution to business and social progress.

"The banker," said Mr. Sisson, "has come to look through the obvious errors of advertising in its overspending and overstating, and to see in it the reality of a great economic force that is serving the consumer as well as the producer. He has seen in the development of some of the specialized services of the banking business, through the use of advertising, concrete proof of its value as a business builder, so in urging its use he has a new standard of appraisal, the yardstick of actual experience by which to measure."

### Advertising Club Members Have Three Duties

Three duties were outlined as the responsibility of advertising club members by Charles C. Younggreen, president of the Advertising Federation. These duties, while imposed by three masters, do not conflict. Rather do they blend into one duty.

The first obligation is that owed to the advertising club—to that local body, said Mr. Younggreen, "which presents to the community not only the business which we fol-

low but our own belief in that business. Nor can we expect the public to accept us at any greater valuation than we, by our club action, indicate we give to ourselves.

"Second, we owe a duty to the branch of advertising to which we belong, to that specific field of labor to which we have devoted our lives and our abilities. When we uphold its ethical standards, when we give to it our full ability, our full labor, our full faith, we are but giving these things to ourselves. We individually profit by what we do for our profession.

"Third, we owe a duty to all of these together, to organized advertising, to the Advertising Federation of America. What we do for the Federation we do for our own business, for our own club, for our own selves."

### Copy Censorship Serves All Advertising

Advertisers may insist upon raiding the public's store of confidence in advertising, but, whether misguided or deliberate, these incursions won't get very far if publishers fulfil their obligations as guardians of reader confidence, in the opinion of Walfred E. Boberg, advertising manager, *Farm, Stock and Home*.

As he views the situation, the problem of copy censorship which demands the attention of everyone who is anxious to protect the good name of advertising, is the question of competitive reference. "Statements of this kind," he declared, "invite combative retorts from competitors. The resulting battle confuses the reader, to say the least, to the point where advertising builds up sales resistance instead of acceptance."

Copy censorship on the part of publications is extremely important, Mr. Boberg said, because it represents the last safety device in the system of safeguards with which the advertising profession has tried to protect reader confidence. Publishers, he stated, must

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maintain this censorship if they are anxious to improve the effectiveness of advertising in their publications.

"The publisher," concluded Mr. Boberg, "has the outside viewpoint

and often can detect the danger of these references more easily than the agency and the advertisers, who have been too close to the copy throughout its development from an idea to an advertisement."

## Random Pickups

**TWENTY-TWO** groups prepared programs for the convention. In some instances the group meetings were the annual meetings of associations affiliated with the Advertising Federation of America. Other instances were the result of endeavors to provide a session for concentrated discussion on some particular phase of advertising so that no branch of advertising or any member of any branch might feel that his interests were being neglected.

Such an arrangement is a customary feature of these annual gatherings. For the most part the departmental meetings are scheduled so as not to conflict with the general sessions, but not always. Some delegates, and these are in the majority of those who diligently attend the group sessions, spend the greater part of their time with one group. Advertising activities, however, are so interlocked that frequently a delegate will find that two speeches which he had picked to hear are being delivered at the same time in widely separated rooms, if not buildings.

On Tuesday morning, for example, there were ten meetings under way. Delegates to the convention, therefore, find it difficult to get a picture of the convention as a whole. To fill in any gaps where delegates are concerned, and in order to present to those not in attendance a bird's-eye view of the subjects covered, there follow excerpts and digests picked up from speeches made here and there during the three-day program.

\* \* \*

Several references were made to the employment policies followed in The Procter & Gamble Company and which have been reported in

**PRINTERS' INK.** Senator Arthur Capper was one of the speakers to comment on the advantages to all industry of the situation that prevails at Ivorydale. Speaking before a meeting of the Agricultural Publishers Association, Senator Capper said: "If I can read the signs of the time aright, most business executives are going to follow more or less successfully the trail which has been blazed in such an effective and outstanding manner by Colonel Procter."

\* \* \*

The benefits to be derived from studies of what customers are doing, are three-fold in their advantages to retailers, and, therefore, indirectly to national advertisers. The three purposes which may be achieved were listed by J. C. Neal, publicity director, Younker Brothers, Des Moines, in a talk made before the Retail Advertisers Departmental. They are:

First, customer studies supply an advertiser with an accurate mailing list; second, they eliminate mailings to those obviously not interested in the merchandise at hand, and, third, they effect changes in store operation and merchandising policies where a record of customer purchases does not agree with hunch ideas someone has previously held to be the fact.

\* \* \*

There are forces hard at work in the interest of relieving executives from arduous travel. In some instances, it was stated, it is incumbent upon executives to travel fifty or sixty thousand miles a year in order to make sure that field organizations are carrying out policies. Talking pictures, as now used by the presidents of the Western Electric Company and Armour & Company, provide executives with executive substitutes for this

# Success in advertising electrical products

Clients of this agency do  
a large portion of all  
advertising in the field  
of electrical merchandise.

**T**HE electrical industry has long been known in modern business as alert, progressive, up to the minute in its methods of selling and advertising.

The leadership of General Electric Company has been instrumental in the rapid progress which this industry has made. This agency, as advertising counsel for General Electric Company and many of its allied concerns, has had an important part in making known the inventions of the electrical industry.

Note the advertising of "G-E" Refrigerators, of "Hotpoint" electrical appliances, of Premier Vacuum Cleaners, of "Thor" labor-saving household devices, and of other well-known electrical products. The success of these products, whose advertising constitutes a large portion of all that is done on electrical merchandise, indicates that we are rendering competent service in this important field.



## Clients of Lord & Thomas and Logan

in the field of electrically operated products,

exclusive of radio:

### EDISON GENERAL ELECTRIC APPLIANCE COMPANY

*"Hotpoint" Electrical Appliances*

### ELECTRIC HOUSEHOLD UTILITIES CORPORATION

*"Thor" Washers, Ironers, Health Lamps, Exercisers*

### ELECTRIC VACUUM CLEANER COMPANY

*"Premier" Vacuum Cleaner, Etc.*

### GENERAL ELECTRIC COMPANY

*"General Electric Refrigerators," Fans, Wiring Systems, Vacuum Cleaners, Automotive Products, Sun Lamps, Etc.*

### GENERAL ELECTRIC SUPPLY CORPORATION

*"General Electric" Products*

### GENERAL ELECTRIC X-RAY CORPORATION

*"Victor" X-Ray Apparatus, Etc.*

### INTERNATIONAL GENERAL ELECTRIC COMPANY

*"General Electric" Products*

### PILOT-RAY CORPORATION

*"Pilot-Ray" Automobile Light, Etc.*

## LORD & THOMAS AND LOGAN

### ADVERTISING

CHICAGO

NEW YORK

LONDON

LOS ANGELES

WASHINGTON

SAN FRANCISCO

TORONTO

PARIS

MILAN

MONTREAL

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.

travel. P. L. Thomson, director of public relations for Western Electric, is authority for this information which was given to a meeting of general advertisers.

\* \* \*

The best judgment of statisticians is that the United States will attain a stationary population of between 150,000,000 and 170,000,000 people about the year 1960. Those attending a session of the Agricultural Publishers Association were given this forecast to ponder over by Dr. O. E. Baker, economist of the Bureau of Economics of the Department of Agriculture.

Thirty years from today is a seemingly long time ahead, but when the time comes, stationary population may not be the only bugaboo to worry advertisers who look to increases in population for expanding consumer outlets. There may even be a declining population after 1960. Whether such will be the case, Dr. Baker said, will depend on the immigration laws and on a more widespread willingness of parents to sacrifice for the sake of children. On the latter point he had these interesting comments to make:

"The pioneer spirit has largely passed away, religious convictions concerning the duty of having children are not so strong as in years gone by, and means of birth control are better known; consequently, the prospect is none too hopeful. The number of births in the United States is now fewer each year than in the year preceding, and enrolment in the first grade of the public schools has been trending downward since 1918, in the second grade since 1922, and in the third grade since 1924."

\* \* \*

Educational material, as used by the home economic departments of national advertisers, cannot be broadcast haphazardly if such literature is fully to accomplish its purpose. The kind of material and its use was outlined in a talk before the Federation of Women's Advertising Clubs of the World.

The speaker, Mary I. Barber, director of the home economics department of the Kellogg Company,

placed emphasis on the principle that these departments are engaged in selling service and good-will first and products second. To get this good-will and to show evidence of service, care must be exercised to address the audience in individual groups so that appreciation will result from special consideration of each group's problem.

Educational material, Miss Barber said, cannot be distributed indiscriminately like a sampling folder which has a certain appeal to the average eye and a "blanket" story covering all ages of readers. If intended for teachers, it is necessary that it give the teacher something which she can use in the classroom, some information which she is unable to obtain elsewhere. And that it be couched in the language used by the educator.

By way of contrast, Miss Barber explained that if the material is meant to go to the housewife, construction and wording should be simpler, the content practical, and there must be that intangible something which will create the urge to go out and buy the advertised product.

### Joins Williams, Lawrence & Cresmer

Edith Clark Curtiss, recently with the advertising department of the California Packing Corporation, San Francisco, and formerly engaged in advertising representative work on Pacific Coast newspapers, has joined the staff of the San Francisco office of the Williams, Lawrence & Cresmer Company, publishers' representative.

### Appointed by L. A. Young Company

H. E. Mitchell and E. M. Chaffee have been appointed sales manager and advertising manager, respectively, of the L. A. Young Company, Detroit, Walter Hagen golf products. They have taken over the work of Glenn H. Morris, who was recently made vice-president of *Golf Illustrated*, New York.

### J. F. Atkinson with Hirshon Agency

J. F. Atkinson, formerly with N. W. Ayer & Son, Inc., has joined the executive staff of The Arthur Hirshon Company, Inc., New York advertising agency.

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## The National Capital Ranks First in Motor Car Gains

Motor registration in Washington, D. C., as of December 31st, 1929, was 151,450 motor vehicles, as against 126,556 the previous year—an increase of 19.7%.

Washington had a greater percentage of gain than any State in the Union.

This is only one of the many material and significant evidences that Washington is growing—fast and substantially; and with which growth THE STAR—Evening and Sunday—is keeping consistent pace—maintaining its prestige as the ONE and ONLY medium necessary to cover this prosperous market effectively and completely.

**Maximum Coverage; Minimum Cost**

## The Evening Star.

*With Sunday Morning Edition*

**WASHINGTON, D. C.**

**New York Office:**  
Dan A. Carroll  
110 E. 42nd Street

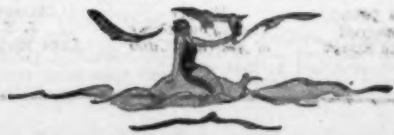
*Member*  
**The 100,000 Group**  
*of American Cities*

**Chicago Office:**  
J. E. Lutz  
Lake Michigan Bldg.



# Harper's

An increasing number of travel advertisers (14 travel pages in June, an increase of 31% over last year) are appealing to an ever-increasing number of luxurious travellers through **The Fashionable Magazine of America.**





The atmosphere of the ship or tour or resort that is known to be exclusive, attracts to itself the social leaders, and after them the social followers. Harper's Bazaar offers to the advertiser the atmosphere of exclusiveness that predetermines success.

# s B a z a a r



### Charles Blum Heads Poor Richard Club

Charles Blum, president of the Charles Blum Advertising Corporation, Philadelphia, was elected president of the Poor Richard Club of Philadelphia at its annual election held May 19. Other officers elected are: First vice-president, G. Adolph Wiedemann, Philadelphia *Evening Bulletin*; second vice-president, M. H. Wright, advertising manager, John B. Stetson Company; secretary, Clarence W. Cranmer, and treasurer, Edward S. Paret, vice-president, T. C. Davis & Sons, printers.

Directors elected are: William J. Laird, Bell Telephone Company of Pennsylvania; Howard C. Story, of Story, Brooks & Finley, and Louis W. Wheelock, vice-president, in charge of advertising, Stephen F. Whitman & Son, Inc.

Installation of officers will take place on July 7, at the annual membership meeting.

### Earl Burke Heads San Francisco Club

Earl Burke, business manager of the Pacific Railway Advertising Company, was elected president of the San Francisco Advertising Club at its annual election of officers held recently. Frank F. Kilsby, sales manager, Recorder Printing & Publishing Company, was elected vice-president; Lucretia Kemper, account executive, Albert Frank & Company, secretary, and L. B. Goldsmith, advertising manager, Dohrmann Commercial Company, treasurer.

The following were elected to the board of directors: Reginald Biggs, sales manager, The Emporium; Harold Deal, advertising manager, Associated OI Company; Charles Pritchard, sales manager, Bonestell & Company; Roy S. Frothingham, account executive, National Broadcasting Company, and Milton E. Wise, account executive, Hamman-Lesau Company.

### E. P. Willcox, Advertising Director, "Screenland"

E. Philip Willcox has been appointed advertising director of *Screenland*, New York. He has recently been with *Liberty*, New York, and, at one time, was a partner in the *Trade News Service* of that city.

### Tyler Davis with Grace & Holliday

Tyler Davis, formerly with Barton, Durstine & Osborn, Inc., and Addison Vars, Inc., has joined the New York office of Grace & Holliday, advertising agency, as an account executive.

### New Account for N. W. Ayer

The Proctor and Schwartz Electric Company, Philadelphia, has appointed N. W. Ayer & Son, Inc., to direct its advertising account.

### Merge as "The Progressive Farmer and Southern Ruralist"

Effective September 1, *The Progressive Farmer*, Birmingham, Ala., and the *Southern Ruralist*, Atlanta, will merge under the name of *The Progressive Farmer and Southern Ruralist*. The management and control of the combined publications will remain with the present owning and operating personnel of *The Progressive Farmer* and will be published by The Progressive Farmer Ruralist Company.

The new publication will be issued the first and fifteenth of each month in five separate editions, one for each of five agricultural areas of the South. Offices will be maintained at Birmingham, Atlanta, Raleigh, Memphis, Dallas and Louisville.

### G. H. Ihnen Starts Outdoor Advertising Art Service

George H. Ihnen has started an independent art service, with offices at 51 Madison Avenue, New York, specializing in art for outdoor advertising. He recently resigned as general art director of the General Outdoor Advertising Company.

J. E. Dewey, formerly an account executive with the Thomas Cusack Company and later with the General Outdoor Advertising Company, is associated with Mr. Ihnen.

### New Accounts to Addison Vars

The C-Y Chocolate Yeast Company, Inc., New York, has appointed the office at that city of Addison Vars, Inc., advertising agency, to direct its advertising account. Newspapers and magazines will be used.

The New York office of the Addison Vars agency has also been appointed to direct the advertising of Thomas Leeming & Company, Inc., of that city, manufacturer of Baume Bengué Analgesique. Magazines and newspapers will also be used on this account.

### Standard Brands Elects A. C. Monagle

A. C. Monagle, vice-president in charge of domestic sales of the Royal Baking Powder Company, has been elected vice-president in charge of merchandising of grocery products of Standard Brands, Inc. Standard Brands, Inc., is the holding corporation for the Royal Baking Powder Company, The Fleischmann Company, Chase & Sanborn, etc.

### Mal Murray with "Messenger of the Sacred Heart"

Mal Murray, recently a space buyer with Erwin, Wasey & Company at New York, has been appointed advertising manager of the *Messenger of the Sacred Heart*, of that city. Mr. Murray had been with the media department of Erwin, Wasey for the last five years.



# HEINZ

60 YEARS OF QUALITY FOOD MAKING

*uses*

## Holland's

*The Magazine of the*  
**SOUTH**

Main Office & Publishing House  
 DALLAS, TEXAS

New York, 52 Vanderbilt Ave.  
 Chicago, 122 S. Michigan Blvd.

### Because:

they, like Borden . . . Del Monte . . . National Biscuit  
 . . . Kellogg . . . Crisco . . . Carnation Milk . . . Calu-  
 met . . . Maxwell House Coffee . . . Wesson Oil and  
 other national food advertisers, know the South is a  
 market rich in sales opportunities. They know  
 that national magazines do not adequately  
 cover the South. The inclusion of HOL-  
 LAND's to any national list equalizes cov-  
 erage and taps the golden market of the  
 real South.

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**YOU CAN'T COVER THE NATION WITHOUT  
 COVERING THE SOUTH . . . AND YOU CAN'T  
 COVER THE SOUTH WITHOUT HOLLAND'S**

---



everybody blindfolded  
O. K.—let's go

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My old friend, "Shad" Roe, was ing for France. Just before he started up the gangpl he asked me to buy his cousin in Omaha some us birthday present. "Write her a letter, too," he add as he handed me \$10.00, a scribbled address and benevolent smile.

When I came to, five minutes later, I found my idiotically mumbling, "You're crazy, Shad. I ne met your cousin. How do I know what she want

The progressive advertising agency never for that markets are "folks"—with wants that can found out. So, before it encourages any nation manufacturer to "publish" his product, it takes steps get acquainted with "that cousin in Omaha."




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THE ERICKSON COMPANY  
 230 PARK AVENUE · NEW YORK  
 NEW YORK CENTRAL BUILDING

## Bribery Bill Introduced in Senate

WITH the introduction in the U. S. Senate on May 7 of a bill (S. 4387), both branches of Congress now have before them legislation designed to eliminate commercial bribery. An identical bill was introduced in the House during the current session. The Senate bill was introduced by Senator Robinson, of Arkansas; the House bill by Congressman Graham, of Philadelphia.

The two bills have a long history. The legal movement to curb commercial bribery by statute designed specifically for that purpose began with State bills. Today, some sixteen States have passed commercial bribery legislation. It is the belief of those who sponsor the Federal measures, however, that these State statutes are relatively ineffective because of their form and scope. For this reason, a movement was started to bring about Federal legislation and this has culminated in the bills now before the two branches of Congress.

The Senate bill—which, as already mentioned, is identical with the House bill—starts off by declaring, "That it shall be unlawful for any person, corporation, partnership, or other organization to give or offer to give to any employee, representative, or agent of another, or to a member of his family, or to anyone for his use or benefit, directly or indirectly, any commission, money, property, or other valuable thing as an inducement, a bribe, or reward for doing or omitting to do any act or for showing or forbearing to show any favor or disfavor by such employee or agent in relation to the affairs or business of his employer or principal." It is also declared unlawful to receive gifts under these circumstances.

It is stipulated that the foregoing "shall not apply to transactions between an employer or principal and his employee or agent." The bill then proceeds to declare it to be illegal to use or give invoices or receipts which fail to state that

a valuable consideration has been given for consummation of the transaction, when such is actually the case. Furthermore, the bill declares that merely because it may happen to be the custom of the industry to give gifts when orders are placed will not be any defense.

Violations of any provisions of the act are punishable, upon conviction, by a fine of not more than \$3,000, or imprisonment for not more than two years, or both. The bill also declares: "If a corporation, partnership, or other organization is guilty of a violation hereof, the person or persons through whom the corporation, partnership or other organization acts shall also be deemed guilty."

There then occurs a most significant paragraph: "The acts prohibited by section 1 of this Act are declared unfair methods of competition within the meaning of Section 5 of an Act approved September 26, 1914, entitled, 'An Act to create a Federal Trade Commission, to define its powers and duties, and for other purposes.'" In other words, enforcement of the act is placed with the Federal Trade Commission.

It is important to note that the bill does not single out either the one who makes the gift, or the one who accepts it, as being the guilty party. To the contrary, it specifically declares that "Whoever violates any of the provisions of this Act shall upon conviction be punished . . ." Clearly enough, that means that both parties to a commercial bribery transaction are liable under the terms of the bill.

### W. J. Savage to Manage Brown Clutch Sales

W. J. Savage, formerly for thirteen years sales and advertising manager of the Heltzel Steel Form & Iron Company, Warren, Ohio, has been appointed sales manager of The Brown Clutch Company, Sandusky, Ohio, manufacturer of Brown Giant-Line hoists.

### Beeson Agency Opens Columbus Office

Sterling Beeson, Inc., Toledo advertising agency, has opened an office at Columbus, Ohio. Carroll McCrea, vice-president of the Beeson agency, will be in charge of the new office.

# SELLING

## in BOSTON

The Boston Evening Transcript made a *record* in Financial Advertising the first four months of 1930, carrying a total of 413,638 lines—a *gain* over the corresponding period last year.

The reason for this extraordinary gain is the value placed on the financial pages of the Transcript by financial houses—which in turn is due to the *proved effectiveness* of the Transcript in selling securities in Boston.

To reach Boston's business men and investors intimately and effectively—The Boston Evening Transcript *must* be on your list.

## BOSTON EVENING TRANSCRIPT

1830



1930

CHARLES H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago

San Francisco Los Angeles Seattle

OFFICIAL MEDIA RECORDS SHOW  
THE FOLLOWING DIVISION OF

**April Newspaper Advertising  
in Pittsburgh**

**The Press**  
**2,281,892** Lines

**47.2% of the advertising  
appearing in all Pittsburgh Newspapers**

The Press led in 30 out of 36 advertising classifications. The other evening and Sunday paper led in only 3 out of 36. The morning paper led in only 3 out of 36.

MEMBER OF THE UNITED  
PRESS . . . OF THE AUDIT  
BUREAU OF CIRCULATIONS  
and of MEDIA RECORDS, INC.



**The P**

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**NATIO  
NEWS**

**CHIC  
DET**

Press total linage for April was divided as follows:

Local Display. . . .	1,309,514	Lines
General Display. . .	369,217	Lines
Automotive Display.	116,340	Lines
Financial Display. .	46,329	Lines
Classified, Legal and Church Notices . . . .	440,492	Lines
Total . . . . .	2,281,892	Lines

The Press published 34% more advertising than the 1,703,515 lines of the other evening and Sunday paper and 169% more than the 847,407 lines of the morning paper.

During the six-month period ending March 31, 1930, The Press, with 197,243 daily and 276,298 Sunday, was the ONLY Pittsburgh newspaper to show a circulation gain both daily and Sunday. The Press gained 11,459 daily and 18,505 Sunday. The other evening and Sunday paper lost 123 daily and 3,497 Sunday. The morning paper (daily only) lost 3,448.

All measurements in this advertisement by Media Records, Inc., and are exclusive of advertising in National Magazine distributed with the other Sunday paper.

# h e Pittsburgh Press

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD  
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS  
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

He takes

your VIEWPOINT

with your

Printing order

The card which announces a Goldmann representative ushers into your office a Printing service that is truly exceptional and complete.

Its distinguishing characteristics are reflected in the salesman. He looks beyond the dotted line of the order blank to broader horizons. Your sales problems become his. He marshals our vast resources of advertising and printing experience to your aid. He holds costs to a figure in sensible proportion to the result to be accomplished. He becomes your representative in our establishment rather than our salesman in your office.

He takes your viewpoint with your Printing order.

Let us introduce him to you!

**ISAAC GOLDMANN COMPANY**

*Founded 1876*

PRINTING OF EVERY DESCRIPTION

80 LAFAYETTE STREET, NEW YORK, N.Y.

TELEPHONE, WORTH 6080





# How the Squibb Dealer Stock Ownership Plan Is Working Out

The Double Action Offer Made to Distributors by E. R. Squibb & Sons  
Pays 15.2 Per Cent in Eighty-four Days

THESE days when pessimistic predictions are being made to the effect that investment trusts will soon own all the businesses in the country, it is refreshing to take a look at the other side of the picture.

Employee stock ownership plans are not being discontinued by the big companies that have had them in effect for many years, nor are the well conceived plans of distributor stock ownership falling by the wayside. An excellent example of distributor stock ownership is the Squibb plan described in detail in *PRINTERS' INK* for August 22, 1929.

Those retail druggists who hold Squibb franchises under the merchandising plan adopted many years ago by the company, are eligible to share in the profits of this well-known national advertiser. It is a two-way plan that was put up to the retailers who were eligible at that time. The druggists share not only in company profits by stock participation, but also, under the subscriber's agreement, they participate in profits in direct proportion to their merchandise purchases.

For the operation of this plan the Squibb company formed a Delaware subsidiary known as Squibb Plan, Inc. It has an equal number of Manufacturers' and Distributors' Preferred shares. Those druggists holding Squibb franchises are invited to subscribe to units of ten distributors' shares for each retail store owned or operated by them.

For each share of distributors' stock issued, E. R. Squibb & Sons agreed to sell at the same price one share of its common stock to Squibb Plan, Inc. up to 50,000 shares. In addition, the Squibb company agreed to pay into the treasury of Squibb Plan, Inc., 10 per cent on the actual purchases of all members of the Plan, and

10 per cent additional on the aggregate increase in purchases over the preceding year's purchases. These amounts, together with the income from Squibb company common stock, are to be used first to pay the dividend on the preferred shares of the Plan. Then the balance is to be divided equally between the manufacturer and the distributors, the latter to be paid in proportion to the amount of their purchases.

The Board of Directors of this separately formed corporation met the other night in New York to receive the auditor's report on the period ending December 31, 1929, and to consider how the plan had worked out during the eighty-four days in which it has been in actual operation, considering the average membership.

R. D. Keim, general sales manager, was toastmaster at a dinner following the meeting, and among the speakers were Carleton H. Palmer, president both of the Squibb Plan, Inc., and the Squibb Company; Theodore Weicker, first vice-president of the Plan, and also of E. R. Squibb & Sons, together with Denny Brann, of Des Moines, Iowa; John A. Goode, of Asheville, N. C.; Charles F. Pfister, of Brooklyn, and George A. Todd, of Tacoma, Washington, the last four being nationally known retail druggists who are directors in the Squibb Plan. In a sense, they represented the 20,000 druggists through whom the Squibb company sells its well-known line of merchandise.

It was revealed during the meeting that earnings averaged 15.2 per cent on the actual total amount of cash paid in by subscribers to the distributors' preferred shares. It was also shown at this meeting that sales of Squibb products among the members of the plan during the entire year of 1929 showed an increase of 24.7 per cent over the

sales made in 1928 by the same members.

It is almost a certainty that Denny Brann of Des Moines and the rest of the druggists who represented the many thousands of their fellow distributors, will read with entire disagreement the next statement made by "students of the present situation" that distributors' stock ownership plans are not satisfactory.

As in most other management policies in which some form of stock ownership is the issue, there seems to be no general rule that will apply. It all depends upon the plan and the company that operates the plan. The Squibb Plan seems to work to mutual advantage.

### Wood Box Makers to Continue Advertising Program

The National Association of Wooden Box Manufacturers will continue its co-operative advertising program during the coming year on the same scale as last year, it was decided at the organization's annual convention at French Lick Springs, Ind., recently. The appropriation is approximately \$20,000.

B. F. Masters, Rathborne, Hair & Ridgway Company, Chicago, was re-elected chairman of the board of governors and J. H. Dunning, J. H. Dunning Corporation, New York, was named to serve another term as president. W. A. Finnegan was elected Eastern vice-president and J. M. White was chosen Western vice-president.

### Orderphone Account to Jerome B. Gray

Kents Orderphone Company, Atlantic City, N. J., has appointed Jerome B. Gray, Philadelphia advertising agency, to direct its advertising account. Business papers and direct mail will be used to feature the Orderphone for restaurants, hotels, institutions, etc.

### Appoint Thomas F. Clark Company

The Thomas F. Clark Company, Inc., publishers' representative, New York, has been appointed national advertising representative of the Blytheville, Ark., *Courier-News* and the Hope, Ark., *Daily News*.

### Appointed by Chrysler Sales Corporation

Fred C. Himmelman has been placed in charge of creative sales promotion and advertising of the Chrysler Sales Corporation, Detroit.

### New Accounts to Botsford-Constantine

The California Rex Spray Company, Benicia, Calif., manufacturer of Fly-Tox, insecticide, has appointed the San Francisco office of the Botsford-Constantine Company, Pacific Coast advertising agency, to direct its advertising account. Newspapers and farm publications throughout the West will be used.

Other new accounts being handled by the San Francisco office of the Botsford-Constantine agency are the Calaveras Cement Company and the Zeno Laboratories, both of that city, and the Thayer TelKee Corporation, Los Angeles.

### Appoint Robert H. Brooks Agency

The Brophy Automatic Air Dog Corporation, Hattiesburg, Miss., manufacturer of air dogs for hardwood and soft wood mills, and Hillyer Deutsch Edwards, Inc., Oakdale, La., Southern hardwoods, radio cabinets, etc., have both appointed the Robert H. Brooks Agency, Little Rock, Ark., advertising agency, to direct their advertising accounts.

### To Handle Advertising of National Air Races

The Reed G. Landis Company, Chicago advertising agency, has been appointed to handle the advertising and publicity of the National Air Races which will be held in Chicago, August 24 to September 1. Newspapers, magazine and outdoor advertising, as well as motion picture and radio, will be used.

### O. H. Carrington with Lamb Agency

Omar H. Carrington, at one time advertising manager of the former *Metropolitan Magazine* and later engaged in the investigation field of industrial banking, has joined the James G. Lamb Company, Philadelphia advertising agency, as vice-president.

### Joins Leon A. Friedman Agency

Paul Tomko, formerly with the Irwin Jordan Rose Company, Inc., New York advertising agency, has joined Leon A. Friedman, advertising agency, also of that city, as an account executive.

### Boston "Daily Record" Appoints Reynolds-Fitzgerald

The Boston *Daily Record* has appointed Reynolds-Fitzgerald, Inc., publishers' representative, as its national advertising representative.

### Joins Roy Alden Agency

M. A. Canini, formerly Western regional manager of Sears, Roebuck & Company, has joined the staff of Roy Alden & Associates, Los Angeles advertising agency, as an account executive.

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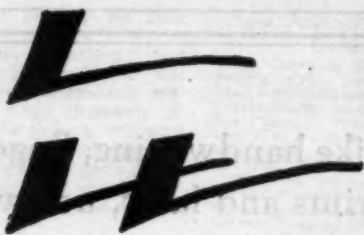
Like handwriting, finger  
prints and faces, no two  
type shops are alike. No  
two typographers do quite  
the same work. The main  
difference between most  
type shops and Bundscho's  
is that our work is done  
faster and better.



**J. M. BUNDSCHO, INC.**  
**Advertising Typographers**

**65 EAST SOUTH WATER STREET**  
**CHICAGO**

**HERE TYPE CAN SERVE YOU**



# 'N' DOUBLE CHECK!

## THE BOSTON MARKET

Experienced sales and advertising directors always double check Boston's trading territory on their sales maps. They know that Business Boston is a market distinctly separated into two groups.

To conquer Boston, fourth among America's markets, must bow to the fact that it is unique, but not difficult. Boston is a city with a population divided into two groups: tradition, heredity, personal preference and environment.

# BOSTON



each group lives within boundaries which are definite, changeless. Class or wealth do not establish it.

The stranger coming to Boston cannot, at first, distinguish this demarcation. Eventually he discovers—as all advertisers ultimately discover—that the evolution of Boston has produced two population masses, different in habit, thought and personal preferences.

The newspapers of Boston represent the viewpoints of one or the other of these groups. No newspaper serves both. And the Herald-Traveler, differing from its three contemporaries in almost every respect, serves the group that advertisers have found to be the major factor of Boston's buying capacity.

**PROOF? . . . the Herald-Traveler leads all Boston newspapers in total advertising lineage . . . it delivers larger sales . . . its unit of circulation is more highly appraised by advertisers than the unit of circulation of any other Boston newspaper.**

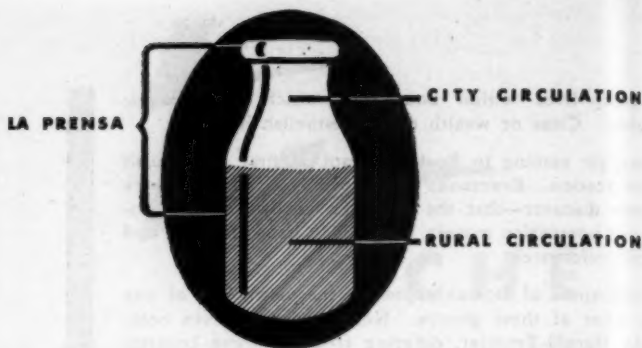
Check and DOUBLE-check! your Boston market. Remember that the Boston area is a compact unit—FOURTH among American cities. Nearly two million Bostonians live within a thirty-minute ride of the city's heart—nearly THREE million within an hour's ride. All Bostonians!—but one of two groups, and must be reached with an advertising policy decidedly fashioned to appeal to each group. And the most responsive, able-to-buy group is the one served by the Herald-Traveler. Any one of the other three major newspapers can be used to reach the greater part of the balance of the market.

For eight years the Herald-Traveler has been first in national advertising, including financial, automobile and publication advertising among Boston daily newspapers.

**Advertising Representative:**  
**GEORGE A. McDEVITT CO.**  
New York, Chicago and Philadelphia

# HERALD-TRAVELER





## For "City Cream" in Argentina You Must Select LA PRENSA

"City cream" is that top layer of buying power found only in metropolitan areas such as New York, London, Chicago...and Buenos Aires.

Audited statements show that on an average month, the circulation of LA PRENSA in Buenos Aires proper and the principal suburb, Avellaneda, is 177,847 copies ... more than its nearest competitor's sum total for the entire country.

Add to this a circulation of 56,582 in the province of Buenos Aires and LA PRENSA'S total

metropolitan coverage becomes 234,429. Within Buenos Aires and environs more than half of Argentina's population may

be found ... and far more than that proportion of the buying power.

Those who buy advertising space because they want to sell more goods must schedule LA PRENSA, because it dominates in the city homes of those who have the money to get what they want. Further interesting particulars upon request ... by mail if you prefer.

### Facts—Verified

One of a series of advertisements giving you the honest, unadorned facts regarding *La Prensa* supremacy as an advertising medium. The publishers are preparing an audit which will verify every statement made ... but *La Prensa* grows so rapidly that figures far in excess of those shown here are expected.

In the meantime: "Any advertising agent, advertiser or qualified person interested in knowing the circulation of *La Prensa* will have placed at his disposition, at any time, by the business manager, the account books or other evidence necessary for the purpose."

# LA PRENSA

of Buenos Aires

"South America's Greatest Newspaper"

JOSHUA B. POWERS, INC., International Publishers' Representatives

250 Park Avenue, New York

LONDON . . PARIS . . BERLIN . . BUENOS AIRES

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# The Automotive Industry Is Learning to March in Step

Sidelights on the Industry's Condition and Trends, Taken from the 1929 Report of the N. A. C. of C.

FOR two years or more, the leaders of the automobile industry have talked of the advantages of more scientific scheduling of production, to coincide with fluctuating demand. Academically, so it has seemed, the industry has agreed that over-production is uneconomic for both the manufacturer and the dealer. In a full-page chart (reproduced below) in the ninety-six-page report for 1929 of the National Automobile Chamber of Commerce, we see evidence to indicate that the enterprises in the industry actually are striving to practice what they prescribe.

From the beginning of 1925 into the first quarter of 1930 runs a mountain range—a mountain range of domestic and foreign sales as represented by registrations, and a mountain range that, with its peaks for the summers and its valleys for the winters, reveals how sharply seasonal the business is. Climbing the heights and dipping into the valleys runs a line representing production. What strikes the eye, of course, is the path of

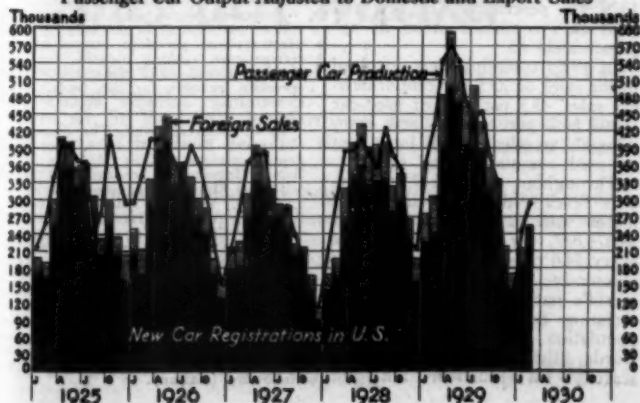
that line in relation to the mountain range that it scales.

Back in 1925-26, the line seems to have followed a path all its own. If it were a telegraph line, it would seem to be supported, in spots, by nothing but rarefied air. On fairly solid ground, it climbed the sales peak that began rising in January, 1925; and still on solid ground, it descended into the third quarter of the year. And then, just before the end of that quarter, it soared off terra firma on a skyrocket course of its own and touched an altitude just short of a monthly production rate of 420,000 vehicles, dizzily high above actual sales, which, at that particular time, was just below a monthly rate of 300,000.

By January, 1926, the production line had dropped to where sales had been three months before—300,000; and then it skyrocketed again to approximately 400,000. At that point it was overtaken—and passed—by sales.

And thence forward, the two—production and sales—move on, closely and more closely together.

Passenger Car Output Adjusted to Domestic and Export Sales





Where sales rise in the peaks of the summers, production rises also; and where sales dip into the valleys, production dips also. In 1929, and particularly for the second, third and fourth quarters, the approximation is as close as if an engineer had surveyed it. If there is any lag to be found, it is the lag that can be accounted for by the fact that, thanks to delays in compiling and reporting the figures, registration totals at any specified time do not reflect, with perfect accuracy, the current sales volume.

Although the national chamber's report covers, officially, only 1929, the sales-and-production chart runs into 1930 and ends with an upward swing that started just before the end of 1929. Students of the industry—and those manufacturers to whom the industry is a principal market—will watch that beginning upswing with interest.

The report reveals how steadily the preferences of car buyers has been changing as to body types. In 1919, closed cars were selected by 10.3 per cent of American buyers, and open cars by an army of 89.3 per cent. Then preferences began to shift. By 1925, the closed-car percentage had passed 50; and in 1929 it climbed to 89.4.

Over the course of five years, the percentage of new and used cars sold "on time" has hovered close to 60, with a high mark close to 70 for new cars—in 1925. In 1929, the percentage for new and used cars combined stood at approximately 65.

In 1929, trade-ins were involved in the sales of 72.5 per cent of new-car sales, 45.5 per cent of used-car sales, 54.3 per cent of new commercial car sales, and 31.1 per cent of used commercial car sales.

Throughout the world, the report reveals, there are in service motor vehicles to the number of 34,876,837, or one vehicle for every 54.6 persons. The per capita automotive equipment of the world's nations presents some interesting contrasts. The highest population per vehicle—in other words, the greatest automotive scarcity—isn't found in China, but

in Ethiopia, with a total of 17,781 persons per motor. Second place, by a hair, goes to Afghanistan, with 17,778 Afghans to every Afghan exhaust pipe. And China, with all her teeming millions, must content herself with third place, with a ratio of 12,258 to 1.

At the other end of the extreme, first place remains in the United States, with one motor vehicle to every 4.6 persons. Others of the well-motored nations and regions are: Hawaii, with a ratio of 7; New Zealand, with a ratio of 8; Canada, with the same ratio; Australia, with a ratio of 10; Monaco, with a ratio of 16; Channel Island (United Kingdom), with a ratio of 17. England's ratio is 30; Northern Ireland's, 51; Scotland's, 51; Wales', 36. France's is 33; Germany's, 102; Italy's, 177; Spain's, 125; Switzerland's, 56; Norway's, 6; Sweden's, 42; Denmark's, 35; Argentina's, 30; Brazil's, 208; Chile's, 132; Mexico's, 202; Japan's, 702.

### Porcelain Manufacturers Plan Co-operative Campaign

Representatives of sixty-five manufacturers of porcelain enameled stoves, refrigerators, kitchen and bath room wall tile, sinks, cooking utensils and signs, met last week at Cleveland, to discuss a co-operative national campaign for advertising and promoting the sale of porcelain enameled products. A co-ordinating committee was appointed to work with the individual manufacturers through their respective trade organizations in completing a proposed plan for a three-year co-operative effort.

According to the plans, the campaign will be participated in not only by manufacturers of porcelain enamel stoves, refrigerators, cooking utensils, etc., but also by the makers of raw chemicals and porcelain enamels for the trade. The co-ordinating committee appointed includes:

R. A. Weaver, editor, *The Enamelist*, chairman; Bennett Chapple, vice-president, American Rolling Mill Co.; William Hogenson, president, Chicago Vitreous Enamel Products Co.; R. D. Landrum, Titanium Alloy Manufacturing Co.; W. A. Harshaw, president, Harshaw Chemical Co.; L. S. Hamaker, advertising manager, Central Alloy Steel Co.; F. S. Earnshaw, United States Stamping Co.; C. T. Aaron, Beckwith Stove Co.; Lewis Ingram, Ingram-Richardson Manufacturing Co.; George Haines, Porcelain Tile Co.; R. W. Staud, Benjamin Electric & Manufacturing Co.; C. A. Paeschke, Geuder, Paeschke & Frey Co., and Frank Jones, Jones Holloware Company.

"...Proportion of Our St. Paul & Northwest Business is greater than that of any other territory in the country . . . . ."

**DO/MORE CHAIR COMPANY**  
Build your body as you sit

**Read this.**

ELKHART  
INDIANA

St. Paul, Minn.  
May 12, 1930

Mr. W. F. Johns  
St. Paul Dispatch-Pioneer Press

Dear Mr. Johns:

Here's something that will interest you.

Our records show that our sales volume has increased 40% since the start of our advertising campaign in the Dispatch-Pioneer Press in November of 1929. Speak well for your papers, doesn't it?

And here's another one!

Do-More Chair Company has branches in 52 cities in the United States. The sales figures for all of them show that the proportion of our Northwest business is greater than that of any other territory in the country during the first quarter of 1930. Whatever business conditions may be elsewhere, they're certainly good here.

Just thought we'd pass the good word along. We're strong for this territory and strong for the Dispatch-Pioneer Press as a medium for reaching it.

Very truly yours,  
DO-MORE CHAIRING SERVICE  
*Williamson*  
Manager Northwest Branch

R. B. Williamson-DB

**And weep,  
if you have been overlooking  
this rich market**

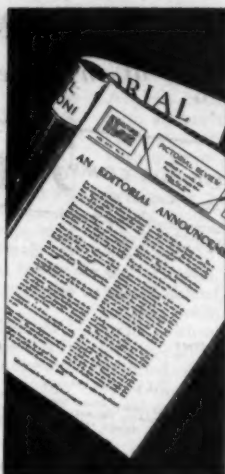
Here's concrete evidence that "business is good in St. Paul and the Northwest."

Yes, sir, St. Paul and the Northwest are up on their toes and there's lots of business here for the fellow who realizes it and goes after it.

Turn some of *your* sales messages loose in this market under the direction of the Dispatch-Pioneer Press and boost *your* sales volume.

Send for our new market book—  
"THE LAND OF THE D-PP"

**St. Paul Dispatch - Pioneer Press**



## WHAT A GREAT WOMAN'S MAGAZINE THINKS ABOUT SUBSTITUTION

*This editorial is published to more than two and a half million families in the June issue of Pictorial Review . . . It is re-published here because we believe it covers a subject of vital interest to every family in the United States . . . Refuse substitutes; buy the advertised brand every time!*

**F**OR many months Pictorial Review has watched with frank concern the growing tendency toward substitution. There is, today, a determined effort under way to sell the public unknown, unadvertised articles in place of the known, advertised favorites. Substitution is nothing new. It has gone on for years. But this present condition is more pronounced, more wide-spread, and more definitely organized than it has been before. It shows itself in many ways, familiar to every woman who shops for herself or her family.

Perhaps you ask for a certain advertised article by name, and the clerk will say, "Here's a new brand we just got in. Many of our customers like it. Would you care to try a package?"

Or, again, the clerk says, "We're having a special this week on so-and-so brand. Would you like to have that instead?"

Or, in some cases, you are told that the store does not carry the brand you ask for, but that such-and-such a brand is just as good.

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These are the common cases. One more also deserves mention. You may receive the article you ask for, and then be sold unknown brands for most of the other products on your shopping-list. Sometimes you order one brand, and find another in your package when you get it home.

Substitution! It is all done so smoothly, so easily, so politely that you may not realize what has happened to you.

Almost without exception, substitutions are made for a selfish reason. The store which substitutes has its own interest in mind rather than yours.

It may substitute because the "just-as-good" brings a larger profit per unit sold than the article you want and ask for. It may do so because the store wants to offer what looks like a bargain price. This is particularly true when certain brands are sold by one group of stores exclusively. But how can you judge their prices when you do not know what others would ask for the same product?

This does not mean that unknown brands are always lower in price. They are not. Sometimes they are sold for more than advertised brands. But in the one case you know what you are getting. In the other you cannot be sure.

For many years Pictorial Review has dealt with the manufacturers of advertised goods. Like other publications, we insist upon knowing that every product presented in our pages deserves the confidence of our readers. We have visited the great modern laboratories where their products are developed.

We have been in the immaculate kitchens where food products are tested. We have seen the meticulous care with which purity is safe-guarded. We have felt by personal contact the conscientious desire of these companies to maintain the highest standards of excellence.

It is hardly necessary here to argue the advantages of such products. It goes without saying that these manufacturers believe in the quality they are offering you. That is why they publish a statement of that quality in the pages of newspapers and magazines.

The fact that manufacturers advertise to you is the best evidence that they want to win and keep your good-will. They put their case up to the public and they know that their goods must satisfy if they are to hold your trade. Naturally, they must maintain their quality, they must give full weight, they must do all the things necessary to protect their priceless asset of public acceptance.

Pictorial Review urges its readers to buy advertised goods.

**Q** *Refuse substitutes; buy the advertised brand every time!*

**Q** *This is the third advertisement of a series—full pages—metropolitan newspapers—published by PICTORIAL REVIEW in the interests of advertised merchandise.*

# Here **is** an Advertising Story from Oregon!

In April 902 advertisers, local and national, used Portland newspapers . . . 73.6 per cent . . . or 664 advertisers, used The Oregonian as against 527 or 58.4 per cent using the 2nd paper . . . *which proves* . . . there is no substitute for The Oregonian's circulation, the largest in the Pacific Northwest, daily and Sunday.

## The Oregonian

PORTLAND, OREGON

*The Preferred Newspaper of the Pacific Northwest*

Nationally represented by VERREE & CONKLIN, Inc.

New York  
125 Madison Avenue

Chicago  
333 North Michigan Ave.

Detroit  
311 Lafayette Blvd.

San Francisco  
Monadnock Building

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# Congress Proposes a Charge for Post Office Directory Service

But the Senate and the House Do Not Agree Concerning Who Should Pay the Charge or How Much the Fee Should Be

PUBLISHING and advertising circles are keenly interested in a postal bill passed by the Senate on May 8, and a related bill recently reported out by the House committee.

These bills go back to the determination of the present postal administration to make that department self-sustaining. It will be recalled that in an address only a little more than a month ago, delivered before the Bronx Board of Trade, Postmaster-General Brown emphasized the necessity of increasing the postal revenue so that the department might be able to balance income and outgo. One of the suggestions he made at that time was that the first-class rate be increased from 2 cents an ounce to 2½ cents. "We are of the opinion," Postmaster Brown said at the time, "that the present postage rate on first-class mail is too low."

Correction of the abuse which necessitates directory service is part of the general program to reduce the annual deficit. Time and time again, the postal administration has asked business to exercise more care in addressing mail. It has pointed out the enormous cost of directory service and has insisted that this could be reduced to an almost insignificant sum were business to develop the habit of using complete and correct addresses. These appeals have not fallen on fertile ground. Suggestions by the post office to the effect that letter-heads carry street addresses, instead of merely the city, and that the same be done in advertising, have not been adopted to any noticeable extent.

Apparently despairing of accomplishing anything by moral suasion, and still of the opinion that directory service, with its attendant expense, would have to be eliminated if the department were ever to correct its annual deficit, we find in the annual report of the post-

master general for the fiscal year ended June 30, 1929, this significant statement:

It has long been a practice in the Postal Service to search city directories or other similar books of reference for the purpose of correcting and completing improperly and insufficiently addressed mail with a view to effecting delivery. With the great growth of the Postal Service the volume of this type of mail is constantly increasing, due in part to the general knowledge that if a street address is not furnished the Postal Service will endeavor to supply it without charge. This is particularly true with respect to heavy advertising business concerns who use incomplete or obsolete mailing lists or fail to keep such lists corrected.

The supplying of addresses in this manner is a distinct, additional service not originally contemplated in fixing the rates of postage, entailing the expenditure of approximately \$2,000,000 annually, and manifestly a reasonable charge therefor, should be made. It is, therefore, recommended that legislation be enacted authorizing the department to make a charge of 2 cents for each piece of insufficiently or improperly addressed mail which has been given directory service and delivered or returned to the sender.

A draft of the proposed legislation will be found elsewhere.

The legislation proposed by the Post Office which, as indicated above, appears in the same annual report, follows:

Each piece of insufficiently or improperly addressed mail which is accorded directory service in effecting or attempting to effect its delivery shall be charged with 2 cents postage in addition to the regular postage, to be collected and accounted for in the manner in which postage due on other mail is collected and accounted for; *Provided*, That such additional postage charge may be prepaid by the sender under regulations prescribed by the Postmaster General; *Provided further*, That such charge shall not apply to matter mailed under the franking and penalty privileges.

A bill, reading word for word the same as the above, was introduced in the Senate and numbered S. 3178. It was considered as in

Committee of the Whole and was read. The "Congressional Record" then reports the following:

*Mr. ROBINSON* of Arkansas. Mr. President, I should like to ask the chairman of the Committee on Post Offices and Post Roads whether this bill provides for an increase in postal rates, or substantially changes the law with reference to postal charges?

*Mr. PHIPPS.* It does not. It is merely to make a collection where improperly addressed mail has to be looked up and handled in the post office and delivered by resorting to directory service. The effect will be to make large companies mailing great quantities of mail much more careful in handling it. It is not intended that a charge shall be made in each individual case where it is necessary to look up the address of an individual.

*Mr. ROBINSON* of Arkansas. The bill does authorize a charge in any case where the address has to be looked up; but I see no objection to it if it is administered carefully.

*Mr. PHIPPS.* We believe it will be administered properly. The committee has given the bill careful study, and it is recommended by the Post Office Department.

*Mr. McKELLAR.* Mr. President, I just want to say to the Senator from Arkansas that the bill is a departure, but quite an abuse has arisen in this connection. It was my view—and I think the committee looked at it in that way—that it would be well to try this out and see if we could not correct the abuse in this way.

*Mr. ROBINSON* of Arkansas. Very well.

The bill was reported to the Senate without amendment, ordered to be engrossed for a third reading, read the third time, and passed.

On April 1, a bill purporting to accomplish the same thing was reported to the House. This bill, numbered H. R. 11096, follows:

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,* That, under such regulations as the Postmaster General may prescribe, a charge of 5 cents in addition to the regular postage shall be made for each piece of insufficiently or improperly addressed mail which is accorded directory service in effecting or attempting to effect its delivery, such additional charge to be collected from the mailer upon presentation of notice giving the completed or corrected address and accounted for as the Postmaster General may direct: *Provided,* That such additional charge may be prepaid by the sender under regulations prescribed by the Postmaster General: *Provided further,* That nothing in this Act shall be construed to re-

quire or permit the withholding or delay of delivery of mail to the addressee pending the collection of such additional charge: *And provided further,* That such charge shall not apply to matter mailed under the franking and penalty privileges.

It will be immediately noticed that the House bill differs from the Senate bill in two decidedly important aspects. First, the charge for directory service is increased from 2 cents to 5 cents; second, the mailer of the letter—not the recipient—must pay the charge.

The Post Office favors the Senate bill both because it believes that a charge of 2 cents is sufficient and because it believes it is more practicable to collect the fee from the recipient than from the mailer.

From the advertiser's standpoint—and ignoring the advertiser's attitude toward any charge whatsoever for directory service—it seems difficult to choose between the two plans. Advertisers know that, because of some quirk in human nature, the man or woman who receives a letter on which—for no fault of his own—a post office charge of 1 cent, 2 cents, or 5 cents must be paid, resents it to a degree that is entirely out of proportion to the amount involved. There probably is no more certain way of killing a possible sale than by sending a letter to a prospective buyer which arrives marked "postage due." That is one of the objections that some will advance to the plan of charging the recipient. On the other hand, the other plan—charging the mailer—will also have its opponents.

Despite these objections, however, and regardless which of the two plans are objected to, the fact remains that by far the lion's share of the directory work that the Post Office finds necessary is due to careless addressing by business firms. Neither can the fact be ignored that the Post Office has almost talked itself blue in the face asking business to take more care with its mailing lists.

One of the questions that has been raised has to do with the amount of discretion the Post Office will exercise in deciding what



# LA NACION

## *of Buenos Aires*

# MAGAZINE

# SECTION . . .

Launched less than a year ago, the Sunday magazine section of LA NACION has been a brilliant success. The Sunday circulation leaped 75,000 in less than a year. It is a complete 44-page magazine

—covers in four colors and special roto-gravure pages—articles on travel, art, theatre, personalities, bridge lessons, fashions, literature—fiction and humor. It is finely edited, beautifully printed—

in short, thoroughly modern. Having the same circulation as the Sunday edition of LA NACION, it is read not only by the cream of luxury-loving, money-spending Argentines, but establishes

contact throughout the republic. This attractive magazine constitutes a fertile, responsive medium for all types of products. Ask for a sample copy.

Editorial and Gen'l  
Offices in U. S.  
**W. W. Davies**  
Correspondent  
and Gen'l Rep.  
233 Madison Ave.  
New York City

# LA NACION

## *of Buenos Aires*

U. S. Advertising  
Representatives:  
**S.S. Koppe & Co.**  
Inc.  
Times Bldg.  
New York City  
Phone: Bryant 6900

**EXTRAORDINARY PULLING POWER**  
**SUPERIOR COVERAGE — PRESTIGE**

mail requires directory service and what does not. Will a letter addressed General Motors Corp., Detroit, Mich., or Sears, Roebuck & Co., Chicago, or Consolidated Gas Company, New York, be charged for directory service? And what about letters addressed to corporations which are located in small towns and that constitute the only industries of these towns? Must these contain street addresses?

Although PRINTERS' INK was convinced that the Post Office had every intention and the ability sensibly to interpret any bill passed by Congress, and that a letter addressed, for example, to General Motors Corporation, Detroit, Mich., would not be charged with directory service, the department at Washington was asked to prepare a statement that would serve as an authoritative expression. The reply, printed in full, follows:

POST OFFICE DEPARTMENT  
THIRD ASSISTANT POSTMASTER  
GENERAL

Washington

May 15, 1930.

Editor of PRINTERS' INK:

Replying to your inquiry concerning House Bill 11096, there is enclosed herewith a copy of the Annual Report of the Postmaster General for the fiscal year 1929 on page 19 of which is a recommendation with the reasons given for the Department's proposal. On page 82 will be found the proposed draft of a bill to cover this subject. [These recommendations and the proposed draft appear elsewhere in this article.] Two bills were introduced, one in the Senate, S. 3178, January 17, 1930, and the other in the House, H. R. 8645, January 15, 1930, incorporating the identical language of the Postmaster General's proposed draft.

Senate 3178 passed the Senate May 8, 1930, Report No. 573. Hearings were held by the House on January 4, 1930, on the original bill (H. R. 8645), but this bill was not reported out by the House Committee on the Post Office and Post Roads. That Committee revised the bill and reported H. R. 11096, a copy of which you have sent for and have, no doubt, re-

ceived. The latter bill changes the method from being a charge against the addressee under postage due and transfers it to the mailer. It increases the fee from 2 cents to 5 cents, such additional charge to be collected from the mailer upon presentation of notice giving the completed, or corrected, address unless prepaid by the sender.

The Department favors the bill in its original form, H. R. 8645 and S. 3178.

It is contemplated that only first-class mail is involved because that is the only class to which directory service is accorded. The addressee in each case can refuse mail rated "postage due" in which case, being first class, it is returned to the sender still rated postage due. The sender in each case is afforded the corrected directory address and can correct his mailing list accordingly. We believe that this method would be much easier of administration.

The benefit which the Department hopes to derive from this charge for directory service is the gradual correction of mailing lists and the reduction of the volume which now is accorded directory service. It is estimated that the cost to the Department of directory service is in excess of \$2,000,000 per year.

It is difficult to define in a bill all of the operations and all of the niceties which in practice it is intended to work out. In reply to your inquiry it is not intended that letters addressed to well-known firms without definite street addresses shall be accorded directory service. The Department is encouraging the insertion of definitive addresses by advertisers in all of their advertisements but, of course, it cannot enforce it. The Postal Service is a mutual service and advertisers are expected to co-operate to the fullest extent practicable. The benefits will redound to them in the long run by improved service on the part of the Department and the avoidance of increased rates.

F. A. TILTON,  
Third Assistant Postmaster General.

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## THE BANKER IS IN YOUR PICTURE!

Banker Influence in the COMMUNITY is remarkable. In answer to a questionnaire sent to the secretaries of 1,750 Chambers of Commerce more than 95% replied that "local bankers exercise a constructive influence in the growth and progress of the community." Here are a few excerpts from letters commenting on "Banker Influence" in community growth.

\* \* \*

"Officers and directors of practically all our banks are financially interested in nearly all our industries."

Chamber of Commerce,  
Wilkes Barre, Pa.

"The Industrial Commission of the Chamber of Commerce is headed by a Banker and has several Bankers as members."

Chamber of Commerce,  
Fort Wayne, Ind.

"The Bankers here cooperate with industry in a helpful way in organizing and increasing production."

Chamber of Commerce,  
Portsmouth, Ohio

"Our Bankers cooperate in a first-class manner. They look out for the interests of our section at all times, and do it well."

Chamber of Commerce,  
Charlotte, N. C.

\* \* \*

Just call upon one of the men listed below to bring you further facts about the great market covered by the A. B. A. Journal.

\* \* \*

Alden B. Baxter, Adv. Mgr.  
J. Howard Snow  
New York.

Charles H. Ravell,  
332 South La Salle St.,  
Chicago, Ill.

Cepit & Birch,  
Kohl Building,  
San Francisco, Cal.

846 So. Broadway,  
Los Angeles.



## On The Verge Of A Merger!

Two old business friends meet their Banker at the club and have luncheon together. Merchandising problems are discussed—production costs are analyzed. An idea is born, nourished, and a new giant looms on the horizon of industry. The Banker has two business leaders on the verge of a merger!

Progressive advertising agencies have come to recognize the wisdom of cultivating Banking friendships. When it is discovered that one of their valued clients is involved in merger plans there is a lot of satisfaction in being on the right side of the financial fence.

As owners and directors of fifty thousand major businesses, Bankers are very much "in the advertising picture." Tell your story to Bankers, through this, their own publication.

\* \* \*

**AMERICAN BANKERS**  
Association  
**JOURNAL**

110 E. 42nd STREET NEW YORK CITY

Edited by James E. Clark



F. A. SKILTON  
SALES MGR., NEW YORK



D. S. SCHENCK  
ACCOUNT EXECUTIVE, NEW YORK



C. T. STEARNS  
ACCOUNT EXECUTIVE, NEW YORK



F. J. EVANS  
V.P. & GENERAL MANAGER, N.O.A.B.



J. J. O'SULLIVAN  
MGR. FINANCE & ACCOUNTING, NEW YORK



J. D. CHAPPELL  
MGR. SAN FRANCISCO OFFICE



MISS M. A. SHERMAN  
ASST. SECRETARY, NEW YORK

Managers & Staff  
of the  
National Outdoor  
Advertising  
Bureau,  
Inc.



J. D. CHAPPELL  
MGR. SAN FRANCISCO OFFICE

IT IS the function of the Bureau staff to help its 231 agency members to formulate and carry out in detail Outdoor Advertising plans that will co-ordinate with the other advertising efforts of their clients. Completely equipped administrative, contracting and servicing offices are maintained in New York and Chicago and additional servicing offices in Detroit and San Francisco. Through the Bureau the advertiser and his advertising agency receive the most thorough and complete outdoor advertising service obtainable — the same complete type of service that rules in other media.

**National Outdoor Advertising Bureau**

INCORPORATED

New York

Chicago

Detroit

San Francisco

New York



P. J. O'DONNELL  
ASST. EXECUTIVE, CHICAGO



M. V. REYNOLDS  
ASST. EXECUTIVE, CHICAGO



M. J. ROBINSON  
ASST. EXECUTIVE, CHICAGO



E. W. BERG  
ART. DIRECTOR, CHICAGO



E. F. GILROY  
V. P. & WESTERN MANAGER, N.O.A.B.



F. A. URIBE  
CONTRACT & SERVICE MGR., CHICAGO



J. A. STRASBURG  
SALES MGR., GENERAL DIVISION, DETROIT



W. H. BUTLER  
PAINT SERVICE, CHICAGO



E. A. BOUFFORD  
MGR., DETROIT OFFICE

THE Bureau is the only Outdoor Advertising Organization that maintains a thoroughly organized Field Service Department the sole function of which is to make regular and systematic, unbiased and unprejudiced inspections of the thousands of Poster and Painted Display Plants throughout the United States. It is designed to give a true picture of the medium and is as valuable to the conscientious plant owner as it is to the advertiser. This service is obtainable only through the Bureau.

**National Outdoor Advertising Bureau**

INCORPORATED

New York

Chicago

Detroit

San Francisco

# TO FOOD MANUFACTURERS



## GOING A STEP FURTHER . . . .

Purity in foods packaged, canned, and glassed was and is an important thing. This has been accomplished.

Nutritive value is now the important point to check up.

Calories—vitamins—balanced diet.

For the past year a capable group of chemists and nutritionists have been working quietly establishing the foundation of the Physical Culture Institute of Nutrition. Over a hundred products have been chemically analyzed and nutritively balanced menus arranged. These menus we are now publishing in the magazine and distributing in booklet form to individuals, to hospitals, to schools and others interested in this important question of nutrition.

If you'd like to know more about this service both as to tests, and as affecting sales, address

Ira D. Garard, Ph.D. of Rutgers University is the director of the Physical Culture Institute of Nutrition. The illustration above shows a corner of the food chemistry laboratory at the Physical Culture Institute with Dr. Garard at his desk. Here food products are analyzed for nutritive qualities.

## PHYSICAL CULTURE

*The National Magazine of HEALTH and BEAUTY*

MORE THAN 300,000 FAMILIES *Live* BY IT



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# Don't Cut Prices Just Because Business Is Hard to Get!

The Temptation May Be Great to Lower Prices in Order to Hold Customers—But It's a Shortsighted Policy

By A. H. Deute

General Manager, The Billings & Spencer Company

"A LOT of price-cutting of a most unhealthy nature starts from the alibis of salesmen who have failed to get the orders they expected to get," a Detroit hardware jobber remarked a few days ago, as we were discussing one of the outstanding problems of sales management with which we are all confronted at this moment.

Go into the office of the average purchasing agent, and the chances are that there will be all the way from a half dozen to a dozen eager salesmen, all anxious to get the one single order which that purchasing agent can place.

Five or more of those men are going to go away disappointed. In the case of many commodities, there is so little difference in the products themselves, so little difference in quality and service and all that sort of thing that the purchasing agent can satisfy his house with any of the brands. And the salesmen know this.

But one certain man gets the order. The disappointed salesmen shake their heads. They must have an excuse, an alibi to hand the boss. And the simplest and easiest for the salesman to believe is "That other house shaded my price."

The purchasing agent for one of the largest firms of its kind in the country told me the following story the other day:

"There is a certain item which I can buy from any one of a number of jobbers. I buy from all of those houses, but when I can do so, I favor one of them. For certain reasons, our firm owes that jobber a real debt of gratitude. Everything being equal, we are glad to give him business. So last week, I gave that firm an order for this particular article.

"The next day a very persistent

salesman, representing one of the other jobbers, came to me and asked why he had not obtained the order. I told him I preferred not to discuss it. Finally, I said to him: 'Mister, your price didn't interest me one bit!'

Then this purchasing agent went on to explain that he did not tell the salesman that the competitor had quoted a lower price. In the back of his head was the thought that it would have taken a considerably lower price to have induced him to switch the business. With price being equal, this salesman was out of the picture. He had no interesting price with which to attract the business—in short, his price had nothing attractive about it.

## Ready to Meet Any Price

But within an hour one of the executives of that jobbing house called on the buyer and said: "My salesman tells me that So and So gave you a better price than we quoted you. I don't see how he could have done that without losing money on the order. But we won't let any business tactics of that sort be put over on us and we're ready to meet his price."

"Now, here was a fine chance for me to play one house against another," continued the buyer, "and I could have done it without making any false statements. All I would have had to do would be to say: 'Now, you can't expect me to reveal your competitor's prices to you. That wouldn't be ethical. But if you want to interest me, sharpen your pencil.' And undoubtedly I could have broken the price on that article.

"On the other hand, I knew what that item cost all those jobbers. I knew that none of them was asking more than a minimum



profit. We need a few good jobbers in our community. So I told him the truth.

"And I went a little further. I pointed out to him the dangers which surrounded the attitude which he and his salesman had taken. Jumping at conclusions in regard to competitive price-cutting is so easy to do. Demoralizing a territory and starting ruinous competition is such an easy thing. Listening to the salesman's theory about competitive price cutting is practically certain to drive to destruction the house which initiates the practice. And while that house is thus committing suicide, it certainly does a lot of harm to all other houses."

"When three houses are after the same order, it's too bad the house that does get the business can't make a fair profit on it" is a remark which strikes a keynote.

But we are all of us inclined to be entirely too willing to take an order just "to hold the customer" rather than to pass it up if it can't come in at a fair margin. It is hard for sales managers, with orders hard to get, to let any sort of order go to a competitor when there is a chance to get it.

Probably the soundest comment I have heard for some time came from a sales manager who knew the weaknesses of his own kind. "No management should leave it to the sales department or to the salesman to make the price or, in fact, have any price leeway. Management can sit back and make a calm decision. It is too much of a strain on the average sales manager to ask him thus to legislate against what may, at the moment, seem the expedient move to make."

There is much to think about in that connection. Once permit a salesman to make price concessions or to bring in tales of woe about orders lost through the other man's price concessions, and that salesman can't think of anything else. Every order he fails to get was lost on account of a competitor's lower price. Every day in which he gets little, if any results, he can soothe his conscience

by blaming cut prices for it.

This calls to mind a shrewd cap manufacturer in New York. This cap maker always managed to get a good volume of business on a line which his competitors knew was notoriously high in price and low in quality. It puzzled many another manufacturer. Finally the secret got out. Here it is:

When this particular manufacturer wanted a new salesman, he looked over his file of applications and sent for a dozen or so likely men. To each man he made the same opening remark.

#### *Quality Low—Prices High*

"I want you to know in advance," he said, "that my line is not the best one on the market. In fact, it is really a number two line. On the other hand, my prices are always the highest—in fact, higher than any number one line you will run across. But because my quality and style are not so much and because my prices are very high, I have to get real A Number One salesmen. Now, if you want to tackle this kind of proposition, with your eyes open, tell me why I should hire you!"

This opening statement took all the enthusiasm out of most of the applicants and sent them quickly on their way. But certain hardy characters were undaunted by this gloomy picture. There would always be at least one man who refused to be downed. And he got the job.

Then, on the basis of no promises as to quality and style, with obviously high prices, but with a good commission contract and the assurance of quick deliveries and courteous service for his customers, the salesman went to work.

Woe betide him if, in a moment of human weakness, he produced the poor quality and high price alibi.

"I can see why you are a failure," the cap maker would say. "You are proving to me you are not an intelligent man. Didn't I tell you in advance that my line is not the best—that my prices are the highest? Didn't you go to work on that understanding?"

# WHERE FLIVVERS MEAN SOMETHING!

In California they live in autos, and in the wide open spaces in Nevada they must have 'em to get anywhere. Those two states just can't get away from having the most autos per capita . . . But out here in the glorious Middle-West, where we live in nice homes and close enough to be neighborly, we get autos because they add to life's pleasure and convenience and we have the money to buy them with . . . So it MEANS SOMETHING to national advertisers that Iowa and Kansas are tied for third place in automobile saturation, with a car for every 3.1 persons, and that immediately after come other Mid-Western states—including Nebraska with a car for every 3.3 persons . . . Yes, we holler a lot for farm relief out here, but these Iowa and Nebraska figures of an auto for 3.1 persons and 3.3 persons ought to yell still louder in the ears of you space buyers in New York state, where it takes 5.1 persons to afford a car, or you in Illinois where a car must be divided among  $4\frac{1}{2}$  people . . . And please remember this, also: In the Nebraska-western Iowa metropolis—Omaha—a World-Herald is sold each day to every 3.9 persons!

## OMAHA WORLD-HERALD

March, 1930, Average: Daily, 128,116; Sunday 124,620

O'MARA & ORMSBEE, Inc., National Representatives

New York

San Francisco

Chicago

Los Angeles

Detroit

Didn't you tell me that that made no difference with you because you are a salesman? Did you tell me the truth or did you lie to me? Because you told me you were a good salesman, I gave you a high commission and a good territory and a drawing account. Now get out of the office and either go to work or be on your way!"

That cap maker's salesmen did not give him any trouble on the score of price arguments.

Once again, we get around to the old problem of price concessions to help the salesmen get business. Remove all opportunity for price talk and the salesman must automatically hunt up some other form of selling. He must find something else to offer which takes the place of a cut price. But just so long as there is the slightest chance to get price concessions, the salesman's hopeful and optimistic nature will force him to cling to that hope. And all the while it is losing time and business for himself and his house and destroying any confidence which the buyer may have in his company.

#### ***Buyers Know When Lowest Price Is Quoted***

It isn't hard for the professional buyer to know when a salesman has the power to make price concessions, or works for a house which will, on occasion, permit its foot to slip. There is a something about the manner of the salesman who has a better price up his sleeve which never for a moment escapes the experienced buyer.

A purchasing agent told me of a terrific test to which he had just put a wholesale house with which he has dealt for some time. He had been buying a certain branded article through this house for many months, always getting a price of 50 per cent off the list. On that basis, he knew the jobber was making 15 per cent.

He obtained prices from three other jobbers on the same branded product and obtained the same price in each case. He called in the sales manager of the jobbing house from whom he had been buying and said to him: "I'm not

going to be able to give you the next contract on that product unless you can do better than fifty off!"

The sales manager explained that that was his firm's best price. He pointed out the advantages in buying it of his house, but could offer nothing on price.

"Well, I won't sign anybody's contract until next Monday. If you've got anything better to offer, this week's the time to offer it."

Later on in the week, the sales manager made another personal call and again stated his price policy, pointing out to the buyer that he had always had the firm's best price.

The following Monday the buyer gave the business to a competing jobber. He refused to discuss the matter further with the jobber who had lost the business. His only statement was: "I gave you a chance. It didn't mean anything to you."

But three months later, when the other contract was about to expire, he again asked the first jobber to submit a contract. Once more he was tendered a contract on the basis of 50 per cent off. This time he signed it without comment and sent it in. He had satisfied himself that he was dealing with a house which meant business when it quoted prices.

Getting the price is probably more a case of having back of one a firm and sound and strict moral policy than anything else. Breaking the price is a failing which practically all salesmen have to a greater or less degree. In a way, it is unfair for the house to expect a salesman to be free from this failing.

But probably even more disastrous is it for the house to be so passive on its sales policy that it will listen with eagerness to the tales which the salesmen bring in.

Somebody connected with the business must set down a firm price policy and adhere to it, even though it may not be so easy. The moral backing which holds many a house in line on price is the realization that it is not the cut price made on any single sale that

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## A STORY OF \$522,000,000

Money talks . . . and in unmistakable language it proclaims the Oakland Market as the industrial center of the entire Pacific Coast. During 1929, the value of products manufactured by Oakland industries reached the remarkable total of \$522,000,000, an increase of \$52,500,000 over the previous year.

The total factory payroll during the same year was \$69,490,000, an increase of approximately \$4,000,000.

Your national advertising campaigns should take cognizance of these facts.

### Oakland Tribune

OAKLAND, CALIFORNIA

(Member A.B.C.; the 100,000 Group of American Cities)

National Representatives

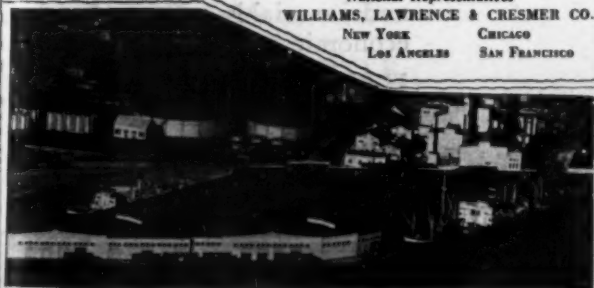
WILLIAMS, LAWRENCE & CRESMER CO.

NEW YORK

CHICAGO

LOS ANGELES

SAN FRANCISCO



## MAKE YOUR TEST IN CLEVELAND



**G**REATER CLEVELAND represents a typical market of metropolitan America. Being impartially balanced industrially, this prosperous trading area offers an ideal setting for accurate national campaign testing.

Inasmuch as the purchasing power of Cleveland is not governed or influenced by the current activity of any one industry, the buying potential can be definitely established and invariably reflects the national economic conditions.

Hence, the responsiveness of the Cleveland area is the yardstick by which many leading merchandisers pre-determine the absorption possi-

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## THE "BALANCED" METROPOLITAN MARKET



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bilities of their national market.

Central Outdoor provides intensive coverage for Greater Cleveland, as well as many other profitable Northern Ohio markets. This organization now controls and operates the properties and facilities of the four leading outdoor advertising companies formerly competing in this territory. Through this efficient operating unit, national advertisers may now secure maximum posting speed and service for their showings in this territory.

### CENTRAL OUTDOOR ADVERTISING COMPANY

INCORPORATED

1023 Carnegie Ave.  
Cleveland, Ohio

320 Vance Street  
Toledo, Ohio

# Central

# No Deserts

No treeless plains and trackless deserts. No gigantic mountain ranges. No endless miles of prairie wearing a steel belt to which are moored occasional settlements.

Great Britain can't offer you these—but it offers you a market of forty millions in a region that could tuck itself away in the Great American Desert.

No deserts. No travelling, transportation and sales costs problems. Just a compact market made-to-measure to fit its area.

That's why the *Daily Express* of London, Manchester and Glasgow can give your sales message to the buying classes of this nation every twenty-four hours.

One nation—One Newspaper—Three complete production plants for coverage. There you have the massed consumers of Britain and their market place.

## The Daily Express

Great Britain's Great National Daily

**JOSHUA B. POWERS, INC.**

*International Publishers Representatives*

250 PARK AVENUE, NEW YORK

London

Paris

Berlin

Buenos Aires

*This is the thirteenth of a series of advertisements presenting the world's most concentrated market, and its three-fold voice—Great Britain and the Beaverbrook Press.*



makes so much difference as the fact that when the price is once cut it is apt to be far reaching.

The salesman comes dashing in to the office: "Boss, if you'll just let me go after that bunch and just this once let me teach them a lesson. Here they are again monkeying around our customers. And I know mighty well they are getting in with a cut price because those people are friends of ours. They think a lot of you. I know they think a lot of you and of this line. They want to give us business, but how can you expect them to pay us more for our goods? These are tough times. It is a buyer's market. We've got to think a lot about hanging on to our customers these days so that we will have customers when business picks up."

Approve that suggestion of the salesman and he goes out, no longer a salesman but merely a disturber of business conditions. It is just as pleasant and easy for the boss to soothe his conscience as for the salesman.

It is true, business is hard to get right now. As a matter of fact, we always think that "right now" business is hard to get. But one thing is certain—the price-cutter is always with us—always has been—probably always will be. When we come to check up, though, we find that he averages a rather short business life. Then there will be somebody else to take his place. So we might as well make up our minds that the low prices of the other fellow are a good deal like the measles—they come along year after year—they make a lot of excitement and cause a lot of talk—but when all is said and done, there are a lot of worse things than the other fellow having measles. It's an old story—hard to get your price in the face of competition—but there's another way of looking at it. It's a lot harder, over a period of time, to build a business with prices which have been cut than with prices which have been maintained. It is axiomatic that one can't build any sort of business without profits.

## Salutation, Punctuation, in the Royal Fashion

THE ROYAL TAILORS INC.  
CHICAGO, ILL.  
May Thirteen  
Nineteen Thirty

My dear Editor

Years ago typographers dropped commas and periods from ends of display lines. That they are retained in letters indicates indifference or ignorance on the art of the user. Being neither necessary nor ornamental, why not abolish them? The shorthand and typewriting schools, which are mainly responsible, should begin the good work.

The only reason that I can see for street address, town and State being retained, is to make it easier and quicker to follow up dictated correspondence in cases where addressee's name is not filed.

I haven't used anything more than the individual's name on form letters the last ten years.

JOHN CLAYTON  
Advertising Manager.

## Curtis Presents \$100,000 to Music School

Cyrus H. K. Curtis, Philadelphia publisher, has given \$100,000 to the endowment fund of the Settlement Music School of that city in order to help extend its present enrolment. In 1922 the Settlement Music School established a conservatory department, from which developed in 1924 the present Curtis Institute of Music.

## Appointed by Gerber Products

Dr. Lillian B. Storms, formerly director of the home economics department of the American Bottlers of Carbonated Beverages, Washington, D. C., has been appointed director of the division of nutrition and education of the Gerber Products division of the Fremont Canning Company, Fremont, Mich.

## W. J. Hayes with General Outdoor

W. J. Hayes, formerly vice-president of the Outdoor Advertising Agency of America, Inc., New York, has been placed in charge of the Cleveland office of the General Outdoor Advertising Company.

## Mead-Grede Appoints Max Enos

Max Enos, formerly with the Reincke-Ellis Company, Chicago advertising agency, has been appointed sales promotion manager of the Mead-Grede Printing Company, of that city.

The Alexander Young Hotel, Honolulu, has appointed The Mellen Associates, advertising agency of that city, to direct its advertising account. Newspaper, magazine, direct-mail and radio advertising will be used.

# That Problem of Advertising Agency Personnel

It Takes Time to Grow Up Overnight

By M. L. Wilson

Of The Blackman Company (Advertising Agency)

AS the advertising agency grows or matures, the personnel problem becomes more and more insistent. The original organization must be built upon continuously and those added must not rob the agency of its individuality or materially change its general character. With growth comes added claims on the time of those at the top. The individual or individuals who can best do the job of choosing men have less and less time to give to anything but "broadening the business"—which means, usually, increasing billing, devising ways and means by which customers are warranted in spending more money, or, in getting additional accounts.

It may take some time before the trouble is recognized; before it is understood that the reason why "we haven't got this piece of business," or, the reason why "we have lost this account," or, the reason why "we do not build up a real billing," is that there is something wrong with the personnel: its caliber, its outlook. Perhaps not enough thought is given to those who are doing the work. Perhaps men are being left alone too much; perhaps they are being overseen too much; perhaps additions are made in a hit-or-miss manner; perhaps there is too much experimenting.

Usually the key to the trouble is that there is little organized thinking and action regarding building up the organization. And truth to tell, the only way out is for those in control to have this matter of personnel under constant consideration, or, if the situation warrants it, to appoint one man specially fitted for the work and make

him responsible for personnel in the broad.

Only those who have had experience in hiring men know what a gruelling, uncertain proceeding the function is.

Some candidates look good at first but don't wear well; and some look hopeless who prove later that they have great potentialities. You may be able to judge the man fairly accurately, either from blanks that are filled out, or from interviews, or from references. Just how the mind is going to function in your organization is another matter; you've got to take the chance.

## *What Difference Does Age Make?*

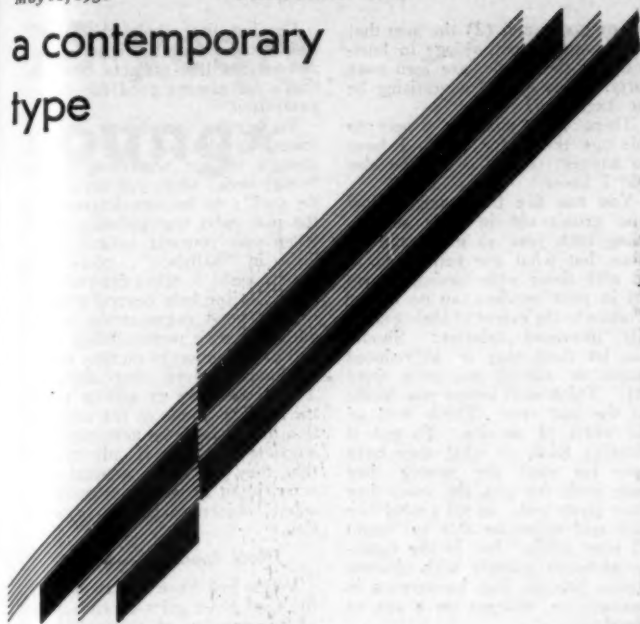
All who want to work for you will not be young. In considering these older applicants, the probable period of employment is of great importance. It is hard to build if you know that the usefulness of the candidate will be limited to a few years of service. At that, I think that considering forty approximately the dead line in the agency business is all wrong, and that provided the candidate comes well equipped, he is at least worth a trial—with this caution: if you put him on, get behind him; don't watch him fail but help him to succeed.

Another angle of this age problem. Two men are under discussion. You hear: "Which would you prefer: this young man of twenty-five with fifteen years ahead of him, before he reaches the age of the older applicant, or, the other, a man of forty with a record of real accomplishment?" Everybody votes for the young man.

Sometimes the thought comes to me that in doing this we overlook two things: (1) the risk that the young man may not turn out to

Extracts from a talk delivered at Washington at the thirteenth annual convention of the American Association of Advertising Agencies.

a contemporary  
type



## TEMPO

A new Ludlow typeface appropriate to the dynamic layouts which are more in keeping with the tempo of present-day life than the static layouts long held in favor by practitioners of typography in the traditional manner.

A limited edition of a five-color specimen booklet showing the application of Tempo to varied uses is now on the press. Copies will be sent to advertisers and typographers upon request.

**LUDLOW TYPOGRAPH CO.**  
2032 Clybourn Avenue, Chicago, Illinois

be any good; and (2) the men that are doing the real things in business, on the whole, are men over forty. Why should advertising be the exception?

There is a puzzling aspect to this age thing, for which I have no answer. Nor has anyone else that I know.

You can fire the young fellow who grows old in your service, doing each year so much and no more, but what are you going to do with those who, having grown old in your service, can no longer produce to the extent of their gradually increased salaries? Should you let them stay on at reduced wages or should you turn them out? Think well before you decide on the last step. Think well of the years of service. To put it bluntly; think of what they have done for you; the money they have made for you, the years they have given you. In all probability they will never be able to "begin all over again," but in the catch-as-catch-can grapple with circumstance, become just hangers-on in business, or, charges on a son or daughter.

What should we do about it? Is a pension the answer? I don't know. But this I will say. This matter of obsolescence is a challenge to our business acumen, our sense of justice and our humanity. A study of this very real problem by our association is, in my humble opinion, warranted—nay called for.

The question will come up: "How many should pass on the applicant?" I think that never mind who is in charge of personnel, the man most affected should have the say as to whether the applicant is to be put on the pay-roll or not. A copy chief should rule, pro or con, in regard to the man who will work in his department. The head of the art department should have the final say in regard to the employment of an artist, or one who will work in the art department.

It is essential, however, that both of these applicants should be looked over by one or more in the organization, to be passed upon for qualities other than technical.

Leaving the whole choice to a single individual, is ignoring the axiom that like attracts like; and that's not always good for the organization.

To inject a varied note into personnel is difficult; to be broad enough to see something in the "rough-neck" when you are a "gentle soul"; to become interested in the man who accomplishes quietly when you yourself believe just a little in "ballyhoo"; takes more than a wish: it takes determination and calls for help beyond yourself.

It is good organization to give authority with responsibility. It is bad organization to dictate, in spite of having given that authority. Yet in the case of adding people, the leading minds in the organization must pass upon new employees, whoever they are; if only to check that they are of a general character, to fit in with the broad personnel objectives of the organization.

#### *Don't Spoil With Editing*

When you have a man who has the God-given gifts of enthusiasm, of spontaneity, of originality, you have something very real. Don't edit him into hopeless mediocrity. It is not hard for you to do so, if you have the authority and he has to stand for you or lose his job.

Let the boys stand or fall on their own mental individualities. They'll work out all right, if they are fundamentally sound. Editing for the mere sake of change, or, changing to get over your pet idea whether it be art, copy, or executive method, never got anybody very far. It may flatter the self-esteem of him who orders the change; but it seldom does more, and in addition is apt to sow the seeds of discontent; perhaps result in spoiling a fine ability.

Organization canker sores: these are the disturbers which can grow and grow and grow, until the whole organization structure may be corrupted. Look out for them in your personnel! Jealousy heads the list, with politics a good second. Slackness is deadly. Credit grabbing, unbridled ambition, which

# 75 years young★

## *The***CALL-BULLETIN**

**DOMINANT IN ITS FIELD**

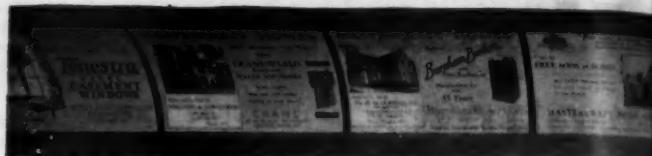
★The CALL—Founded 1856 ★The BULLETIN—Founded 1855

San Francisco's two oldest newspapers, welded in August, 1929, into a single solid unit—wise with the experience and venerable with the tradition of 75 years—but geared to the modern tempo, youthful in viewpoint, ever vigorous and alert in public service.

**Largest Evening Circulation in Northern California**

*Represented in*

**NEW YORK** by HERBERT W. MOLONEY, 342 Madison Avenue  
**CHICAGO** by JOHN H. LEDERER, Hearst Building  
**DETROIT** by RAY MILLER, General Motors Building  
**LOS ANGELES** by KARL J. SHULL, Transportation Building



## ~and so on down the ----- of MASTERCRAFT Car-Cards *and* Posters

The first joins the second and the second joins the third—and so on down the long line of manufacturers of building materials, units and equipment who have joined with Chicago's Leading Builders in co-operation with the CHICAGO ELEVATED ADVERTISING COMPANY—to build MASTERCRAFT homes in Chicago and suburbs, gain and hold the confidence of owners, and increase Local-Dealer sales.

4,367 prospective home builders and buyers in the Chicago area have asked the CHICAGO ELEVATED ADVERTISING COMPANY, sponsoring MASTERCRAFT, for assistance in planning, building, and financing homes.

553 MASTERCRAFT homes have been built, representing \$608,300 worth of house construction which is shared by architects, builders, and manufacturers of materials, units, and equipment, participating in the MASTERCRAFT Plan.

—And approximately \$200,000 in home construction is being figured *every month* by the MASTERCRAFT Division of the CHICAGO ELEVATED ADVERTISING COMPANY in response to *direct inquiries* from Chicagoans *who read the Elevated car-cards and posters.*

# Chicago Elevated Ad 509 S. Franklin St...

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**MASTERCRAFT PARTICIPANTS**

AUTOMATIC OIL BURNER CORPORATION  
BURNHAM BOILER CORPORATION  
COMMON BRICK MFRS. ASSN. of AMERICA  
CRANE COMPANY  
DETROIT STEEL PRODUCTS COMPANY  
C. G. EVERSON COMPANY  
HUMPHREY COMPANY  
LIBERTY ELECTRIC CONSTRUCTION COMPANY  
L. J. MUELLER FURNACE COMPANY  
ART METAL PRODUCTS COMPANY  
AIRMMASTER CORPORATION  
COLONIAL FIREPLACE COMPANY  
D & T MANUFACTURING COMPANY  
ORNAMENTAL WROUGHT IRON COMPANY  
READYMIX MORTAR COMPANY  
SWAIN NELSON & SONS COMPANY  
VITRENETTE CORPORATION

**C O U P O N**

Chicago Elevated Adv. Co.  
509 So. Franklin St.  
Chicago, Ill.

How may our organization participate in the  
MASTERCRAFT Plan?

Name .....

Address .....

City..... State.....

ed Advertising Co.  
n St..... Chicago, Ill.



rides rough shod over all obstacles and persons, and gossip, are others. These breed unrest and uncertainty in any group of workers.

Get after these canker sores and stamp them out as you would the plague.

It is well to remember, too, that the three points of organization contact: the girl at the information desk; the telephone operator; and the private secretary, have much to do with the reputation of any house.

I think that the importance of the first two, in their relations with the outside world, is usually acknowledged. I do not think, however, that it is generally recognized to what extent a secretary has it in her power to help or damage the reputation of any concern. I am not blaming her. She only does what she is told. You tell her to say that you are "out" when you are not out. That you are in conference when you are talking golf. And that you are engaged when you are not engaged. She presently becomes an adept in making it difficult for people to see you, and your personal whims and fancies are placed before the interests of the house.

A representative who heads a very large office, said to me: "The lying secretary (I should correct that and say 'the honest-lying secretary,' because she has told the same lie so often, under the instructions of her boss, she thinks she is telling the truth and that it is the right thing to say), is the bane of our lives. She keeps us from doing our legitimate business; she wastes our time and makes simple jobs very difficult, and unless she is very clever in following out instructions, she can convey to us an entirely wrong impression both of her boss and his company.

The head of a large office representing a great daily in one of our leading cities said to me, when I read him this to check: "Yes, that's right. There are three or four agencies in this town I never call upon. I am too busy going where I am invited, to cool my heels for hours to fit in with the

dignity of some gentleman who is always too busy to see me. My youngsters, those I am breaking in, take care of these great and too well-organized concerns."

As I talk to solicitors and representatives, I find that unconsciously they divide the agency field into two groups:

(1) Those in which they have to fight to see the right man, and then fight to get what they want;

(2) Those who make it simple for anyone who has business with the company, to see the person responsible, and easy for the representative to get what he is after, if he is entitled to it.

It matters not how good you are; to be in the first class hurts you.

Some years ago I heard John Wyckoff Mettler, the president of the Interwoven Stocking Company, say: "It takes time to grow up overnight."

Don't try to do everything at once! Don't expect to have your organization function faultlessly, right off the bat! It takes time. It involves changing and switching and developing to get the right combination. Watch this matter of impatience too, in your employees. Be sure you are not the just cause of much of it. Have you held out prospects that are not being fulfilled, in fact, prospects that you knew would not and could not be fulfilled? Do you expect too much? Do you easily make promises and just as easily forget that you made them—resulting in a man justly impatient of his progress? And are you so impatient that you hire on an experimental basis and fire a little later on, as a matter of course?

'Tis well to be patient, but not too patient! Even patience can be carried too far.

We all dislike to do a disagreeable thing. We all hate to acknowledge that we have made a mistake. Sometimes we put off telling a man to go long after the time, when for his own good, he should have been let out. A safeguard is to look at the situation from the employee's point of view. When you have to consider a case

2, 1930

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May 22, 1930

PRINTERS' INK

125



**W**hat New York Herald Tribune  
advertising is doing for  
W. & J. Sloane . . . .

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# Larger Units of Sale . . . More Suburban deliveries . . .

**A**fter W. & J. Sloane increased their 1929 advertising contract with the New York Herald Tribune they noticed two important things: (1) larger units of sale and (2) increased deliveries to the suburbs.

Here is what G. H. Stevenson, Secretary and Director of W. & J. Sloane says: "We noticed a greatly increased interest, not alone in the metropolitan area but also in the suburbs. Our real opinion as to the value of your service is perhaps best evidenced by the new contract made with you for 50 per cent more linealage than ever before."

Larger units of sale, and more deliveries to the suburbs. These two facts complement each other. We find more families who can afford to purchase merchandise in larger units in New York's suburbs. Therefore if W. & J. Sloane increase their suburban deliveries, it is natural that the unit of sale will go up as well.

Thus the New York Herald Tribune not only produces more business for this famous Fifth Avenue firm of home furnishers and decorators, but a more profitable kind of business.

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There are scores of others. Department stores, for example. Theirs is a day to day business; they sell a wide variety of merchandise; they *must* get results, quickly and consistently. They get them in the Herald Tribune. In 1929 Lord and Taylor ran more advertising in the Herald Tribune than in any other New York newspaper.

And of all the twelve New York papers, the Herald Tribune ran the second largest volume of John Wanamaker, Best & Company and Bonwit Teller advertising. And R. H. Macy & Company advertising in the Herald Tribune increased 160,000 lines—the greatest gain of any paper in town.

There again you have fact evidence that the New York Herald Tribune is a versatile and powerful results-producer.

It is read every morning by hundreds of thousands of families who can afford to be (and are) responsive to good advertising. If you have a good product for a dime or a dollar or thousands of dollars the Herald Tribune will sell it in New York.

\* \* \*

*This is No. 14 in a series of advertisements based on actual experiences of advertisers in the New York Herald Tribune Market—"A City Without Slums."*

# NEW YORK Herald Tribune

NEW YORK  
Main Office  
230 West 41st Street

SAN FRANCISCO  
Verree & Conklin  
681 Market Street

CHICAGO  
John B. Woodward, Inc.  
360 N. Michigan Avenue

DETROIT  
John B. Woodward, Inc.  
Fine Arts Building

BOSTON  
Carroll Judson Swan  
931 Park Square Building

of a man who is not quite good enough to keep, but too good to fire, say to yourself: "Even though I may not lose money if I keep this man, will it pay the man to stay with me?" The reason why this is wise practice is obvious: if the connection is not good for the man in the long run, it cannot possibly be good for you.

And for heaven's sake, take the man's personal situation seriously. When you are considering cutting down or replacing, review the whole business side of the man's connection but do not overlook his private life. "Nicking" a man in the direction of promotion or increase in salary, can be a good thing for the worker, or it can be a catastrophe. Before deciding to give a man less than he got the year before, or less than he had good reason to expect, or when considering firing him, remember he has a private life. There is usually something going on at home he does not tell you about, unless you make it your business to find out: a sick wife, or a wayward child, or terrible doctor bills and an ever-increasing overhead.

You say: "This is none of my business!" I answer: "Perhaps that is one of the reasons why you are having trouble with your organization. You have unconsciously attained a 'whispering reputation' of not looking after your people, and the good ones are passing you by!"

Strong organizations are building from the ground up. Get your convictions of what kind of an institution you want to build; real convictions. Stick to them and impart them to men who are likely to do you honor as they develop. Promote them consistently. Reward them promptly and adequately and get their noses in the profit trough; just as soon as you feel sure you want them to go the whole way with you.

Learn to know your people! Learn to like your people! Learn to praise! Forget to preach! Criticize constructively! Fire incompetents quickly! Promote those who are doing good work. Inspire young people with the swing of progress!

Build up by learning the lessons from your successful accomplishments, rather than from minute dissections of failures. Produce a hard-hitting, evenly-performing machine with such enthusiasm, and honest good nature, that the man on the street says: "They're good, boy; they've not only got ability, they've got a heart."

When you've done that, you've done something real!

### Changes on "House Furnishing Review"

W. H. John has been transferred to the Chicago office of the Simmons-Boardman Publishing Company, New York, as Western editor of the *House Furnishing Review*.

H. Sharp has been added to the New York staff of that publication to assist S. P. Horton, editor.

### L. J. Bertoli to Direct Nyal Sales

L. J. Bertoli has been appointed head of the sales and merchandising divisions of the Nyal Company, Detroit. He succeeds J. F. Hinton, formerly vice-president and general sales manager, who will be located in California where he will continue with the company as Pacific Coast representative.

### New Accounts to Robbins & Pearson

The Pharis Tire & Rubber Company, Newark, Ohio, and Peters & Russell, Inc., Springfield, Ohio, automotive necessities, have both appointed The Robbins & Pearson Company, Columbus, Ohio, advertising agency, to direct their advertising accounts.

### H. K. Richmond with Erickson Agency

Howard K. Richmond has joined The Erickson Company, Inc., New York advertising agency, in an art directing and visualizing capacity. He formerly was with The Blackman Company, New York, for four and a half years.

### To Direct Oakland Motor Sales in East

M. E. Zetterholm has been appointed Eastern sales manager of the Oakland Motor Car Company, Pontiac, Mich. He has been with Oakland since 1926 and has been assistant zone manager at New York and zone manager of Pittsburgh.

John F. Dawson, formerly sales promotion manager of the Vesper Buick Auto Company, St. Louis, has joined the distribution department of the Shell Company, St. Louis.

# *Announcing*

# .. the Greatest publication in the South



"THE PROGRESSIVE FARMER AND SOUTHERN RURALIST", as the publication will be known after September 1st, is the only publication offering these three advantages:

1. Complete and dominant coverage of a primary market.
2. Highly localized editorial service with resultant reader influence.
3. Advertising rate of one half cent a line per thousand subscribers.

Five separate editions will be published semi-monthly, one for each of the five well defined agricultural areas of the South.

One million net paid circulation guarantee. Rate effective September 1st, 1930, \$5.00 per line, equivalent to a page rate of \$3.64 per thousand subscribers.



# st publication merger the history of the South!

**E**FFECTIVE September first, 1930, The Progressive Farmer and Southern Ruralist will be produced as one publication to be known as The Progressive Farmer and Southern Ruralist.

Constituting one of the outstanding periodical mergers of all time, The Progressive Farmer and Southern Ruralist, with backgrounds of 80 publishing years, combine to form the most powerful agricultural medium of the South, with circulation of over one million net paid.

Long recognized as indisputable leaders in their field, the merging publications present, for the first time, opportunity to obtain complete and dominant Southwide coverage through one medium!

Both publications during their individual lives have sponsored or been identified in a major manner with every worthwhile farm and rural home movement in the South. As a result, the individual editorial and administrative personnel of both publications will, with slight changes, continue their activity for the new publication, management and control remaining with Progressive Farmer.

A publishing policy has been formulated which acknowledges the leadership enjoyed by Progressive Farmer and Southern Ruralist, and recognizes the worthiness of their position with both advertisers and readers. The respective policies of both papers have been consolidated to establish the aims and objectives of the new enterprise.

The most modern and advanced plans of present day publishing principles will be continued to protect the position of this greatest medium covering one of the country's most important markets.

In short, the inception of "The Progressive Farmer and Southern Ruralist" prompts its publishers to recognize that the responsibilities of this huge property entail the obligation of producing an advertising vehicle worthy of exploitation as a magazine guaranteeing one paper coverage!

In a brief decade or two the South has come into its own, and is rapidly being accorded its just recognition. Now this vast market, predominantly rural, can be blanketed with a powerful medium that has grown with it, that has earned its respect, that has helped build its importance and counsel its judgments.

## The Progressive Farmer Ruralist Co.

Birmingham  
Atlanta

Raleigh  
Memphis

Dallas  
Louisville

## The Progressive Farmer The Southern Ruralist



# \$12,100 is the Average Income per Subscriber of The Financial World

**(Average Income per Family in the  
United States as a Whole—\$2,700)**

Obviously, the prospects for higher priced commodities can be reached easier in a medium like **The Financial World**, whose subscribers, according to the authentic, scientific survey made by Dr. Daniel Starch, have an annual average income of \$12,100—almost five times as much as the average per family in the United States.



The readers of **The Financial World** are—generally speaking—the social and business leaders in their communities. Their approval of any product—whether for home, office or factory—influences sales to a marked degree.

The readers of **The Financial World** not only have a high standard of living, but they have the income to enjoy it. If you advertise a product that appeals to people of this class, advertise it where the money is—in **The Financial World**.

Subscription  
\$10 Per Year

*The* **FINANCIAL  
WORLD**

Established  
1902

Member  
A. B. C.

*America's Investment and Business Weekly*

53 PARK PLACE, NEW YORK, N. Y.

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## Using Picture Projectors in House-to-House Selling

General Electric Has Developed New Selling Technique to Make Sure Salesmen Tell Whole Sales Story

AT present more than 1,000 house-to-house salesmen selling General Electric refrigerators are using electric picture projectors and still film to tell their sales story to prospects. Results obtained so far lead the company to believe that, properly used, this type of sales help gives the sales-

The second is for apartment work, where the salesman is endeavoring to sell to builders or apartment house owners. The third film deals with commercial installations in stores, schools, hospitals, factories, etc.

The first domestic film is called, "What Every Woman Knows,"



*Here Is a Salesman Giving a Home Selling Talk with a Picture Projector*

man an unusually effective weapon in his work.

The idea has been developed under the supervision of A. C. Mayer, manager, merchandising service division, electric refrigeration department, General Electric Co. It grew out of investigations made by the company which seemed to indicate that by far the greater proportion of the impressions received by the prospect come through the eye and therefore any sales tool which can be wielded to capitalize the eye appeal will give the salesman so much more opportunity for effective work.

The company uses three different films. The first is for the salesman in his domestic work, dealing with consumers in their homes.

and tells the story of how the average housewife's life is regulated by her kitchen duties and, thereby, by her refrigeration problems. Starting with the story of the old-fashioned refrigerator it develops the advantages of General Electric refrigerators and shows how the G. E. product helps the woman in almost every phase of her home life.

The apartment film emphasizes the advantages of electric refrigerator installations to the apartment owner and shows how such installations make rentals easier to obtain, hold tenants, etc.

The commercial film shows the storekeeper how electric refrigeration saves him money, builds prestige, etc., and then carries the

story along to apply to other forms of commercial installation.

The story told by each of the films is kept down to graphic essentials. It includes pictures and charts and each section has a simple caption. The salesman showing the film gives the prospect a moment to absorb the message of each picture and then expands on this message in his own sales talk. So flexible is the use of film that the salesman can pause to hammer home points that seem to have made an impression on the prospect and touch but briefly on those which do not cause any particular reaction.

The projectors and film are sold to distributors at cost. The company is developing a regular film service which will give the salesmen a new film in each classification at periodic intervals. What those intervals will be is to be determined by observation of the reactions of the salesmen and their demand for variety in films.

"We decided on the pocket projector idea," a representative of the company told *PRINTERS' INK*, "because of our conviction that the eye appeal is highly important in any kind of salesmanship. Heretofore, in house-to-house selling, our salesmen have been handicapped, we felt, because they have had to depend so largely on ear appeal. To counteract this handicap we have developed special portfolios showing pictures and these have been successful. In the still film we believed we could go several steps beyond the portfolio.

"The film also has a novelty appeal and thereby gets added attention from prospects. The novelty appeal also has its value in dealing with salesmen who welcome any new form of presenting their sales story. By adding our film service and giving the salesmen a new film at stated intervals we are able to keep the salesman from that dangerous ennui which is likely to attack the man who has to tell the same story over and over again.

"Another advantage of this type of sales help is that it makes sure that the salesman will not neglect any angle of his sales arguments. No matter how good a salesman may be he is bound to develop his

own sales story which, as a rule, slights certain arguments and emphasizes others. This means that the salesman will be more successful with one type of prospect and will lose out with another type. The salesman using the film is forced to tell the whole sales story every time he shows the film and in this way does not succumb to the temptation of developing a specialized line of argument.

"Before putting the film into general use we made some tests to assure ourselves that we were on the right track. In Cleveland, for instance, we took two salesmen of about equal ability and equipped one with a projector and sent the other out to tell his story in the usual way.

"The salesman with the projector called twenty-five people on the telephone and made seven appointments to show the film. He sold three of these seven prospects in two-and-one-half days. The other salesman worked fifteen days and made seventy-five calls. He was able to tell his story to fifty prospects and sold five.

"The star salesman of the United States on his first call won the attention of a woman. She called in ten neighbors so that the salesman had an opportunity to tell his story to eleven prospects. He made two sales immediately and developed three other prospects whom he had a good chance to sell."

When asked what he believed to be the essentials in this type of presentation, the representative of the company said:

"The essentials would seem to be a logical development of the story and a quick, graphic presentation, with the emphasis on pictures uncluttered by too many lengthy captions. The film alone won't sell refrigerators. The sale is made by the salesman and it is his talk that counts the most. If the film reinforces that talk graphically at every point it is successful. We believe that another important factor is the idea of periodically giving the salesman new films to work with. In this way we avoid the possibility of getting the salesman into a dangerous rut."

The idea was presented to the

# How to Get Results . . .

**I**N the house furnishing field, a manufacturer with products that meet the demands of the trade can secure greater results in distribution and increased sales by telling the buyers repeatedly the things they must know to buy wisely.

Describing the seasonal possibilities . . . price lines . . . deliveries . . . servicing arrangements . . . demonstrations . . . colors available . . . display space required . . . guarantees . . . and other pertinent information regarding his products . . . and presenting this through the advertising pages of a trade publication that is read and used by managers of the house furnishing departments of department stores and dealers, will enable these buyers to buy wisely. And when goods are bought wisely, the turnover is rapid and repeat orders are frequent.

The publication that reaches these buyers is **HOUSE FURNISHING REVIEW**. It is the buying guide and merchandising counselor of the house furnishing industry . . . the publication that is subscribed to and read by the men who buy and retail housewares, household electrical appliances and other time and labor saving equipment for the home. Write for more detailed information.

## HOUSE FURNISHING REVIEW

Including "Home Equipment"

*Member A.B.C. and A.B.P.*

### A Simmons-Boardman Publication

30 Church Street  
New York, N. Y.

105 W. Adams Street  
Chicago

215 Market St., San Francisco

company's distributors at the last national sales convention, which was attended by both distributors and dealers. Sample films were shown and the advantages of this

type of selling were explained. In addition, letters and other descriptive matter were sent to dealers and distributors who were not present at the convention.

## What Groucho Says

Pearls and Limestone and a New Account

WHO are the best advertising men of this generation? Matter of personal opinion, I'm afraid. Oh, my opinion? Well, I'd say Briggs—God rest his beloved soul—and Will Rogers. Pulse of the people, my boy, pulse of the people! Clare Briggs felt it. Rogers feels it. Brisbane, too.

Argued this out with Boss, one day. Both of us got peeved. Boss said, "pooh, pooh! All three journalists. Not one an advertising man at all!" I replied, "Advertising is an incident of journalism." Good night!

"Tail on the kite of journalism?" said Boss. "Why, you renegade! Belittling your own bread and butter"—and a lot more. Boss seems to like to try to make me hang my head in shame.

"What you mean 'belittling'?" I asked. "Rubies are only incidents of the mineral kingdom and yet we pay precious prices for 'em. Pearls are only limestone—result of sore spots in oysters and mussels," and so on.

Boss came back with a few "tuts," "pishes" and "poohs," and then went into conference with Gent Treas., possibly about the follies of Groucho, I dunno. Here's where I seemed to do a little good in my cock-eyed way. Got the Boss thinking about rubies, *et al.*

Next house confab he made the speech of his life about the glories of the advertising perfesh. "The pearl in the crown of modern literature, with all the artistic glory of the best in fiction and philosophy and the added glory of bringing practical joy to thousands through the material blessings it distributes." Boss has a resonant voice and lung power like a bull.

Little Miss Bunker lifted her soulful eyes with an expression of

one listening to angel voices and Bonner whispered, "Why the church service on Tuesday?"

Next day Boss, still morally high, opened up on a prospect with overalls and jumpers to sell at 99 cents a leg and made that old denim carver feel like Sir Launfal, Sir Lancelot and a few saints rolled into one. The old fellow came in wondering how "he could lick Slasher & Company in the overall game." His very words. He went out feeling like a philanthropist and we had a new six hundred thou account.

How does the Boss put it over? Genius, my lad, genius. Did I get the account? Sure I did. Funny, isn't it? I make a wise crack at the Boss. Boss gets all haired up proving I'm a darned fool—meanwhile loading himself for a barage on a prospect we'd never heard of. I was scared of Boss's glory stuff, but had to stand for it, 'cause he's boss and I'd egged him on with my rubies and limestone. This time it hit the mark and we get billings, which Gent Treas. seems to think we exist because of and for.

You ask me what would have happened if rubies and pearls hadn't made the overall geezer's eyes snap? Wouldn't have had the precious stones beyond a short try-out. Boss is just as eloquent on the "I'm from Missouri" talk as he is on pearls. He can put angel halos on a balance sheet which "shows a 10 per cent gain over the corresponding month in 1929." You see he confers with Gent Treas. even more than he does with me.

Boss swipes other people's ideas? Forget it. So did Shakespeare and George Washington.

GROUCHO.

May 22,

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MULHENS

THE YALE

THOS. A. E.

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● The soundness and capacity of an advertising agency may be estimated perhaps most convincingly by the duration of its periods of service to its clients.

MULHENS & KROPPF, INC., No. 4711 Glycerine Soap and other Toilet Products	1913 '14 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
THE YALE & TOWNE MANUFACTURING COMPANY, YALE Locks and Hardware	1914 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
THOS. A. EDISON, INC., The Ediphone	1917 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
PARAMOUNT PUBLIX CORPORATION, Paramount Pictures—Paramount Publix Theatres	1917 '18 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
WHITING PAPER COMPANY, Writing Papers	1918 '19 '20 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
TERMINAL BARBER SHOPS, "Where the Promise is Performed"	1919 '20 '21 — — — — — '28 '29 '30
THE TEXAS COMPANY, Texaco Petroleum Products	1920 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
S. W. FARBER, INC., Adjusto-Lite, Farberware	1920 '21 '22 '23 '24 '25 '26 '27 '28 '29 '30
BRILLO MANUFACTURING COMPANY, INC., Brillo	1921 '22 '23 '24 '25 '26 '27 '28 '29 '30
EDISON STORAGE BATTERY COMPANY, Storage Batteries	1925 '26 '27 '28 '29 '30
KOLSTER RADIO CORPORATION, Kolster Radio	1927 '28 '29 '30
G. CERIBELLI & COMPANY, Brioschi	1927 '28 '29 '30
THE GEORGE W. LUFT COMPANY, INC., Tangee Lipstick and other beauty aids	1927 '28 '29 '30
McKESSON & ROBBINS, INC., Pharmaceutical and Toilet Preparations	1928 '29 '30
ROYAL TYPEWRITER COMPANY, INC., Typewriters	1928 '29 '30
DE FOREST RADIO COMPANY, De Forest Radio Tubes	1928 '29 '30
NORTON DOOR CLOSER CO., Door Closers	1928 '29 '30
I. OLLENDORFF CO., INC., Ollendorff Watches	1928 '29 '30
A. & M. KARAGHEUSIAN, INC., Gulistan Rugs	1929 '30
UNITED HOTELS COMPANY OF AMERICA, World's Largest Hotel System	1930
PHOENIX HOSIERY COMPANY, Phoenix Hosiery	1930

## HANFF-METZGER, Inc. ADVERTISING

Organized 1913

Paramount Building, Broadway, 43rd and 44th Streets, New York

HANFF-METZGER of California, Ltd., 490 Western Pacific Bldg., Los Angeles, Cal.



# National Advertisers

## *Backed Their Judgment With More Than A Million Dollars in 1929*

During 1929 'The Appeal Papers carried over a million dollars of National Advertising.

During the first four months of 1930, The Appeal Papers have carried three hundred and thirty-nine thousand dollars of National Advertising.

Incidentally National Advertisers never spend a second million dollars in a newspaper which does not bring in ample returns on the first million.

*(Circulation figures as of May 4th, 1930)*

Commercial Appeal, Sunday.....	144,896
Commercial Appeal, Daily .....	117,909
Memphis Evening Appeal, 6 days...	91,779

## The Commercial Appeal

## Memphis Evening Appeal

John M. Branham Co., Representatives

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# Picture-Symbols of Product Content

Visualizing in a Compelling Manner the Various Ingredients of the Article with Picture Characterizations

By W. Livingston Larned

FOUR attractive little lads from Holland come marching down the page, each bearing some important ingredient of the product—Hekman's Dutch Tea Rusk. They are smiling, good-natured boys, in voluminous pantaloons and wooden shoes. And their objective is to explain more clearly the basic make-up of an article that is not any too well known to most Americans—Rusk.

This form of toast is made with fresh eggs, delicious flavorings, special flour and whole milk, but the bald statement would not impress the reader to any considerable degree. However, when the Hekman Dutch Boys fall into line and march to the package, bearing their toothsome ingredients, a new interest attaches to the advertisement's special message.

It is an idea with vast possibilities and is being employed by many advertisers today in any number of unique forms. Cold-type recipes are not sufficiently startling to lure the public into any adequate analysis of the hidden virtues of a product, but the artist may bring them to life, in symbol form, and embellish the campaign profitably.

The "4 Health Men" of Comet Rice are another adaptation of the plan, and have been used to give continuity to a connected series. Housewives are thus told that the energizing cereal is so much more than a mere "dishful of something," especially where children are concerned.

Over tumbles a package of Comet Rice and out leap four bustling, hustling, cleverly drawn fairy char-



Negative Arguments May Be Put into Symbolized Figure Form—as Done Here by the General Box Company

acters. They are tagged: "Vitamins . . . Lysins, Iodin and Minerals," and they are bearers of health and vitality to the family table. To the reader, mention in type of "Lysins" would mean very little. As visualized by a spry little character, however, a mere scientific word takes on unusual glamour.

A campaign in color for 3-Minute Oat Flakes employs the same humorous pictorial plan in order to demonstrate that there is a vast difference in oats. "Only plump, sun-ripened oats can enter my mill," the headline says as the product does its own talking. The artist has shown an old-style and picturesque Dutch windmill, its great wings swiftly turning. Cartooned oats march to the open door, under the watchful eye of a quite self-important master of ceremonies. And this master oat is driving away the puny, thin, scrawny oats that seek admittance.

The various illustrations, in this manner, for the color pages, have been attractive to children and educational to women. But hear the master oat tell his story: "A short



*This Advertiser Employs a Humorous Pictorial Plan in Order to Demonstrate That There Is a Difference in Oats*

time ago, I experienced the thrill of a lifetime. I was allowed to enter the famous 3-Minute mill. As you may know, only the plump-est whole white oats are allowed inside this mill. Underweight oats must go to feed the horses, cows and chickens. Of course, I felt quite proud when I was selected. But not half as proud as I feel now.

"You see, I had grown up in a rich field of oats under the watchful eye of Mother Nature. In her infinite wisdom, she poured into me—through natural sunshine—more of the growth-producing elements than you will find in any other grain. Vitamins! Protein! Carbohydrates! Minerals! Just what little folks need for strong, healthy bodies and proper growth—for abundant energy—to build up fine, healthy tissue."

And so, to the end of the text, the plump, fit oat related its own story entertainingly while the artist illustrated his campaign with all the delicate, humorous charm of a Mother Goose episode.

It is quite impossible to put into words the same pictorial atmosphere as has been described above. A display for a vegetable soup recently placed the can in the center of a great truck garden, where grew corn, tomatoes, beans and all

of the ingredients used in a product of this character. No amount of text could so admirably visualize the contents of that can, together with a vigorous hint of quality.

What could be more appropriate, for a trade-marked butter, than to show, flowing into the package, a sunny pasture scene, clover, pedigreed Holsteins, little golden meadow flowers, and the blue of country skies? It was a graceful and poetic method whereby the artist could suggest the purity and goodness which entered into the making of that butter, and since it was in color, the page was tremendously appealing.

In describing "Philadelphia Pepper Pot" you might do it, with words, in some such rather colorless way as this: "A rich stock, into which have been placed pieces of meat, diced potatoes, carrots, and seasoned with ground whole black peppercorns, savory thyme and marjoram, fresh parsley and sweet pimentos, and teeming with macaroni dumplings." But would this successfully suggest the true ingredients of the dish?

An artist who has long specialized in designing illustrations for books and fairy tales for children brought this recipe to life in a novel manner. The elfs and

# June, too — *shows an increase*

Seventeen months of increases  
in lineage proves two points—

1. Importance of the bank  
market at this time as ex-  
pressed by advertising dollars.

2. Increased recognition for  
*The Burroughs Clearing House*  
for reaching bank executives  
effectively at a lower cost  
per thousand.

## *The Burroughs* **Clearing House**

SECOND BOULEVARD AT BURROUGHS AVENUE, DETROIT



*The Illustrations for Purgo Put into Picture Form the Trials and Perils That Beset an Engine*

the fairies were making pepper pot and they came from far and wide, bearing the different spices and meats and vegetables in tiny baskets.

It was a picture which would bear studying for quite some time, so filled it was with attractive little humorous episodes.

It has been characteristic of an entire campaign for Royal Baking Powder that the "contents" item on the label has been featured in copy and pictures, from luscious grapes grown in southern France to other essential ingredients. "What's in the product" is highly important—if the public can be persuaded to give the subject serious consideration.

Sometimes the illustration takes the form of a diagrammatic visualization of the contents of the product, as when, in G. Washington's Coffee advertisements, a can of ordinary coffee is shown, with one corner nipped out and in its place the powdered brand. This is to show that there is a total volume wastage in the former, of approximately nine-tenths of the large tin. It is putting a reverse angle on the idea.

Then again, negative arguments are put into symbolized figure form, thereby forming an actual picture of a difficult-to-explain sales story. A year's advertising effort for The General Box Company employs this method. The cartoonist draws a large box-testing drum and it is shaking out little piratical imps, labeled, "Excess Weight," "Late Deliveries," "Customer Ill-Will," "Damage Costs" and "Poor Design."

Many of the illustrations for Purgo, a cooling system service for motorists, put into picture form the trials and perils which beset an engine. Imps of Slime and Oil and Rust and Sludge and Lime are being driven from the radiator by the product, in an amusing but instructive cartoon.

Occasionally illustrations of this character are quite artistic, especially when done in color. A picture for a French perfume brings to life the various ingredients which enter into the particular bottle: the warm sunshine of Grasse, in southern France, the jasmine flowers, the soft dews and the placid rains. They are shown bringing their delicate burdens to



*Cleverly Drawn Fairy Characters Are Used to Show What's in Comet Brown Rice*

# THE LURE

The lure of needlework fails often of appreciation; men, who accept the lure of fiction, of fashion, of beauty discussions and what not, at full value, fall short many times of understanding that the power of the needlework appeal transcends almost all others with the women who love it.

Needlework is a component part of the feminine make-up. It has come down to us through the centuries and has withstood all assaults which the various ages have hurled against it.

Women there are, and will always be, to whom the fashioning of things with their own hands brings a happiness not to be found elsewhere and—today **needlework is stronger in its appeal than for years.**

The Arnold Research Service has just completed a survey on sales of materials in one hundred and sixty-five leading department stores in fifty-two cities. They found that:

54% of the stores reported definite gains in interest and sales in needlework.

23% reported no loss in sales or interest in needlework.

The complete survey contains some interesting facts on the reasons for this renewed interest of women in needlework. May we show it to you? Write or call us.

CHAS. W. CORBETT - ADVERTISING DIRECTOR

## NEEDLECRAFT

*the Magazine of Home Arts*

Boston  
Berry, Corbett & Dutch  
294 Washington St.

New York  
Chrysler Building

Atlanta  
Blanchard-Nichols-Coleman  
Grant Bldg.

San Francisco  
Blanchard-Nichols-Coleman  
Hunter-Dunn Bldg.

Chicago  
Blanchard-Nichols-Coleman & Johnston  
Palmolive Bldg.



# ALL Hispanic-American Roads lead to New York

They *deposit* their money in New York.

They *buy* in New York

They *travel* to New York

They *ship* through New York

They *study* in New York

and

They *read*

# LA PRENSA

of New York

Members of A.B.C.; Associated Press; A.N.P.A.; P.A.N.Y.C.

\*Facts and figures will be submitted on request.

May 22,

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the packet, in an atmosphere of brilliant fairyland.

And there was the canvas, painted in oils, for Beech-Nut Coffee to picture the fact that the product is made from coffee grown on the high mountain tops, where the rarest and finest beans are brought to maturity under ideal conditions. Down to the reproduction of the container come the little donkeys with bags of coffee on their sturdy backs, and all around are the terraced hills and the snowy peaks and the tropic environment of the coffee-producing country. Mere description could not hope to accomplish as much as this atmospheric illustration, for it told its interesting story at a single glance.

Sometimes the pictures are done in a humorous vein as when, in another vegetable soup advertisement, the ten or more ingredients were given features, legs and arms, and sent scampering to a big pot, into which they plunged with every evidence of joy.

#### Appoints Charles D. Sternfels

The North American Almanac Company, Chicago, has appointed Charles D. Sternfels, publishers' representative, New York, as Eastern advertising representative of its publication, "The North American Almanac."

#### Robert Jones with General Foods, Ltd.

Robert Jones, formerly with the Colgate-Palmolive-Peet Company of Canada, Ltd., has been appointed to take charge of sales promotion of General Foods, Ltd., Toronto.

#### Lithographers to Meet

The twenty-fifth annual convention of the Lithographers National Association, Inc., will be held on a St. Lawrence River Steamer and at the Manor Richelieu, Murray Bay, Que., June 16 to 21.

#### Beatty Stephens with Montgomery Ward

Beatty Stephens, formerly with the Better Business Bureau of Los Angeles, has joined Montgomery Ward & Company, Chicago, as Pacific Coast manager.

#### "Western City" Appointment

Edwin M. McCaffrey, formerly publisher of *Western Industry*, has been appointed advertising manager of *Western City*, Los Angeles.

## How Exporting Stands Today

EDISON STORAGE BATTERY COMPANY  
ORANGE, N. J.

Editor of *PRINTERS' INK*:

Do you have a list of articles appearing in *PRINTERS' INK* within the last few years on exporting or foreign advertising?

EDISON STORAGE BATTERY COMPANY,  
F. B. McELMOYL,  
Advertising Manager.

**P**ERIODS of business hesitancy in this country have always been periods when American manufacturers looked with keener interest at foreign markets. Usually this sudden interest in selling possibilities abroad was not without its reward. When business here stumbled, business in most foreign countries was not at all affected and the domestic slack could sometimes be taken up by the export fields.

Today, however, American business conditions are rather closely paralleled abroad. Commodity prices in most countries have been falling for months. Purchasing power has dropped. As a consequence, while export business most assuredly is still there for those who go after it energetically, foreign markets by no means offer the easy road to salvation that some imagine.

Where to sell abroad, what to sell and how to sell—those are the three broad divisions of exporting which manufacturers in this country must study assiduously. These three phases of selling abroad are being continuously covered in articles published in *PRINTERS' INK* and *PRINTERS' INK MONTHLY*. A list of these articles has been prepared. This furnishes the titles of the articles, the dates of issues in which they appeared, and the page numbers. A copy will be sent gladly on request.—[Ed. *PRINTERS' INK*.]

#### Appoints A. D. V. Agency

The Panurge Press, New York, book publisher, has appointed the A. D. V. Advertising Company, of that city, to direct its advertising account. Magazines, newspapers and direct mail will be used.

# That Pestiferous Guarantee

It Is an Essential in the Mail-Order Business and, If Made, Must Be Observed to the Letter

L. KEMPER WILSON  
ADVERTISING MERCHANDISING  
MILWAUKEE

## Editor of PRINTERS' INK:

Attached you will find a standard ad we have been running for our client, the P. J. F. Batenburg Company of Racine, Wisconsin. Direct-mail follow-up literature is also marked and enclosed.

Kindly note the marked section. Relative to it we have just received a letter from our client. We quote him as follows:

"A mail-order man has offered me the following advice: 'When you say you will refund if the Aladdin does not do all that you claim for it, you have got to refund whenever you receive a complaint.' This expert suggested that we leave this refund guarantee in our literature and advertisements; and then on receipt of any complaints endeavor to prove to the party that they used the Aladdin incorrectly, and if they had used it correctly it would have worked OK. He also suggested that we request permission to re-ship and ask the party to make another trial. Then in cases where we could not induce them to keep the outfit, refund should be made. His belief is contrary to my opinion, and I am wondering if you have a legal counsel to advise you on these matters."

There can be no question about the reliability of our client's product as it does everything which is claimed for it. Many large distributors of Packard, Cadillac, and Lincoln cars use the Aladdin constantly in retouching marred, plated parts before delivery.

Such being the case, does the law require refund to be made just because a customer changes his mind and uses the excuse that he couldn't make it work? Kindly advise us what the law or practice is in this regard.

As for the "30-day trial offer" (see the advertisement and circulars enclosed), in some cases the purchaser uses the outfit to plate a particular job and then, when same is finished, writes in and demands his money back. Is there not some way to protect the advertiser against such fraud?

Also, how can any advertiser protect his own interests unless he is allowed to stipulate the conditions of his guarantee and be legally upheld? This is especially vital in our client's case as a valuable part of the outfit invariably is used up before the return is made. Also, returned outfits can never be resold unless renewed at a cost equivalent to a new outfit.

We will indeed appreciate any information that will lead to a solution of this problem.

L. K. WILSON.

THE item referred to in Mr. Wilson's letter is a portable electro plater which is used for putting nickel plating on machinery and other objects. It is a well-advertised item and the Batenburg company has built up a large and profitable business in selling it by mail.

As is usual in this kind of merchandising, the company at the very beginning saw the need of making a wide open guarantee and of offering to refund the purchase price in case the plater did not give complete satisfaction. In so doing it only followed the logical and staple procedure in mail-order practice. Few, if any, people are going to buy an article of this kind by mail "sight unseen"—any article for that matter—without some provision for its return. All the leading mail-order organizations in the country, large and small, proceed in precisely the same way. They cannot get out of it; there is no other method of selling merchandise by mail.

But the Batenburg company now discovers, to its somewhat pained surprise, that the return privilege is being abused. Some people with elastic standards of ethics or no standards at all, order the device, use it for thirty days to do some nickel plating, then return it and demand their money. The company should have expected and discounted this; it is the same difficulty encountered by every organization selling goods by mail.

Mr. Wilson wonders whether the law might be invoked in those cases where the buyer is plainly imposing upon the seller—where, as he expresses it, "a customer changes his mind and uses the excuse that he couldn't make it work." The answer is no. In some aggravated cases where the imposition is plain and flagrant, the company might bring lawsuits and possibly, after fighting the cases through the courts might have them decided on their merits and get judgment against the purchas-

# THE ECONOMICS OF MERGERS

Under this title are grouped two books which cover the entire sales and operating management of mergers. They will be indispensable in solving the problems—not only of sales and advertising executives of mergers, but also of advertising agencies having mergers as clients. Both books draw largely on recent successful experience. Use the coupon to get them for FREE examination.



## OPERATING ASPECTS of INDUSTRIAL MERGERS

By W. R. Basset

Member of the Firm of  
Spencer Trask & Co.

An invaluable working tool for manufacturers contemplating consolidation, and investment bankers and others interested in the process of forming successful mergers. Tells how to judge if a proposed merger will be successful, avoid pitfalls in organization, decide on financial set-up, effect management and production savings, determine relative values of units in the merger, avoid legal difficulties.

\$3.00

## MERCHANDISING THROUGH MERGERS

By John Allen Murphy

Explains how to meet the sales and distribution problems raised by mergers. Discusses in detail preparing sales territories, organizing sales forces, coordinating efforts of different sales divisions, meeting competition, etc. "Interesting . . . full of facts . . . should be read by all in the advertising profession." — N. Y. EVENING POST. "Informative and suggestive, question-answering and thought-provoking." — SALES MANAGEMENT.

\$3.00

### FREE EXAMINATION COUPON

Harper & Brothers, 49 E. 33rd St., New York

Order  
Both  
Books  
—Save  
\$1

Please send me:

- ☐ The Economics of Mergers, 2 vols. boxed—\$5.00  
☐ Operating Aspects of Mergers—\$3.00  
☐ Merchandising Through Mergers—\$3.00  
☐ I will remit \$... in 10 days or return books (s)  
☐ Check is enclosed.  
☐ Send C. O. D.

Name.....

Address.....

Business Connection.....

(Please fill in)

Send on approval in U. S. and Canada

P. I. 1

ers for the amount of money involved. But even if this did work, which it probably wouldn't, the expense and the trouble would be prohibitive.

The reasons for this are obvious. In the first place, the selling price on the plater, as stated in a recent advertisement, is \$6.50 plus postage. In the second place, a merchandiser going into court to make his goods stay sold is in a ridiculously incongruous position to say the very best.

When the Batenburg company advertises that if a person will send \$6.50 in return for which it will let him use one of these plating machines for thirty days' trial it is thereby entering into a contract with him; it has no recourse, legal or otherwise, other than that of carrying out the contract to the letter. If there is any one place where the buyer is absolute king it is in the mail-order business and dishonest people here have rather a wide open opportunity. But the thing can't be changed; the mail-order man has to take the evil along with the good, knowing, as he does, that the good unusually predominates to such an extent as to make his business profitable.

It is of course true that the Batenburg company, in this protest against the abuses of the guarantee privilege, has not the slightest intention or desire to evade any just obligation to its customers. If its merchandise does not make good for any sound reason it is prepared cheerfully to abide by the terms of its guarantee. But it objects to the plainly apparent instances of fraud, or near fraud, with which it is pestered.

But there is only one of two things it can do. It can either withdraw the guarantee offer or go on in the even tenor of its way assuming, as cheerfully as possible, the losses forced upon it by those customers who change their minds and who are not honest enough to give the seller an even break. If the guarantee is kept, however, there is no use in arguing or worrying about the minority who abuse it. This custom has been, is and ever will be.

Before deciding to withdraw the

guarantee offer—and we do not see how the goods could possibly be sold without it—the company should take an average of its transactions for a stated period, such as three months, six months or a year and ascertain just what effect the abuse of the return privilege has upon its sales volume and net profit. It will probably find that the loss from this source, while extremely annoying because of its rank injustice, is after all rather a reasonable price to pay for the privilege of selling its goods by mail. This average cost, penalty or whatever you want to call it should then be regarded not as a loss, but as a part of the cost of selling.

The company knows, or should know, how much it can afford to pay to sell one of its platers. If this charge—taking in all items such as general overhead, advertising and the loss incurred through the return goods privilege—is too high, the obvious course is to increase the selling price of the item; this price should be sufficient to pay the company a fair net profit on its transaction as a whole, after having made provision for the various items of cost mentioned.

#### *Why Not Ten Days?*

It is our opinion, too, that the thirty-day guarantee period is too long in this case. Why not make it ten days? Then the dishonest customers would not have such an opportunity to do all their plating jobs and ship the machine back under the terms of the guarantee.

General mail-order practice is to accept a certain amount of fraud as a part of the day's work. Things could hardly be otherwise, human nature being as it is. But such fraud and imposition, averaged on a percentage basis, is usually nothing to worry about. By far the larger part of goods sold by mail stays sold, otherwise mail-order houses could not remain in business. The losses incurred through abusing the guarantee privilege should in every case be made a part of the cost of doing business. And as for conducting a mail-order enterprise without a wide open



## ANNOUNCING A DEFINITE PUBLICATION DATE

Starting with the July issues, Tower Magazines will go on sale the 15th of the month preceding date of issue . . . in Woolworth stores on the main streets of every important city and town in America.

It took us just six months, working against time and a persistent demand for greater volume, to reach the place where we could say this—"Tower Magazines now go on the counters on a definite date, and simultaneously in all Woolworth stores."

In these six months Tower Magazines have created a vital audience for national advertisers . . . an audience of active shoppers in every popular trading area. Already 1,375,000 of these vigorous, vivid new magazines are bought each month, voluntarily and for cash. And the demand is for more . . . more than we are yet ready to print.

IN  
WOOLWORTH  
STORES  
ON THE  
15th of the  
MONTH

Have you seen Tower Magazines and had the facts about their concentrated circulation? Acquired with never a drive, a special offer, or even an advertisement, it is logically the most effective kind of magazine circulation.

### TOWER MAGAZINES

INCORPORATED

55 FIFTH AVENUE  
NEW YORK, N. Y.

Boston  
77 Summer Street

Chicago  
35 East Wacker Drive

The HOME  
The New MOVIE  
The Illustrated DETECTIVE  
The Illustrated LOVE



## GENERAL BUILDING CONTRACTOR

The only magazine edited *specifically* for building contractors of the professional type, those who work from architects' and engineers' plans and do the purchasing for  $4\frac{1}{4}$  billion dollars' worth of building annually... Devoted exclusively to the interests of these important buyers, General Building Contractor offers manufacturers—and their advertising agencies—their *first* opportunity of reaching this concentration of purchasing power without waste circulation... Its record coverage of general building contractors doing individual projects of \$50,000 and over sets a new high mark for magazines in the field of building construction.

**GENERAL BUILDING CONTRACTOR STARTS IN JULY**

**F. W. DODGE CORPORATION**  
119 West Fortieth Street, New York

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guarantee that is religiously lived up to on the hypothesis that the customer is always right—well, nobody up to now has succeeded in inventing a formula on which such a business could be successfully operated.—[Ed. PRINTERS' INK.]

### Will Rose from the "Sticks"

THE CAMBRIDGE SPRINGS "ENTERPRISE-NEWS"

CAMBRIDGE SPRINGS, PA.

Editor of PRINTERS' INK:

Jones Junior\* is wrong in thinking that he wants to find a "job" in the smaller towns. That would, indeed, be suicidal, just as the rural wisecracker points out in his letter in the May 15 issue. The thing to do out here is to own. Some day I am going to develop that suggestion in a novel to be known as "The Peanut Stand"—growing from nothing but owning all the way.

The wisecracker's chief handicap is his line of business, which is foreign to the soil in which he is working. The very breath of advertising agencies depends on huge appropriations. So much cash in lumps is not found in small town industries, and if they are in rare cases, they employ a big town agency which has a complete equipment of the necessary machinery. If the wisecracker were in a "native" line of business, he would find the smaller town soul satisfying, all in all, providing that he also possesses ability.

The only difference between Hearst and me—both newspaper owners—is that I amount to more in my own community. If time and space are relative, so is money and fame.

Jones Junior is on the right track. Let him get together \$5,000, pick out a growing town in a growing community, invest, stay put, water his roots, and work for the glory of God and America. At least he will not grow up into a plough horse or an office boy.

WILL ROSE,  
Publisher.

\*[F. H. Jones, Jr., inquired in a letter published in the April 24 issue how a man can obtain a job in the "sticks."]

### Canada Dry Earnings

Net sales of Canada Dry Ginger Ale, Inc., New York, and subsidiary companies, for the six months ended March 31, 1930, amounted to \$5,164,726, as compared with \$5,663,845 for the corresponding period of 1929. Cost of sales and expenses amounted to \$3,600,551 for the six months ended this March as against \$4,073,027 for last year.

Gross income, including profits from operations and other income, amounted to \$1,679,139, as compared with \$1,590,817. Net profit for the six months' period ending with March of this year was \$1,198,734, as against \$1,290,866 for the corresponding period of last year.

## A Tailor Advertises to Stimulate General Business

ROBERT STEWART, who conducts a men's tailoring shop in Philadelphia, is using space in newspapers to run a series of advertisements urging buying now for all needs. Each of these advertisements is headed, "Do You Want Better Business and Your Dividends Continued?" a heading aimed to appeal to the business man, the merchant, and the general public.

Not a word of sales for Mr. Stewart's own business can be found in any of the advertisements, except his imprint and his business—"men's tailors." The urge in all the copy is to buy now for personal, family and business needs. To quote from one advertisement: "Every dollar invested now in equipment, improvements, automobiles, stocks and advertising performs a real public service. Spending creates employment and helps business."

In brackets just above the imprint in each advertisement appears the phrase, "Business is good with us; this advertisement is designed to make it better for everybody."

Mr. Stewart says: "I think if other business men would do this same thing now, it would help greatly." Mr. Stewart also stated that not only is he receiving a great deal of favorable comment on this series of altruistic advertisements, but they are bringing his name before a new clientele and are bringing him business.

### L. J. Conger Appointed by L. C. Smith & Corona

L. J. Conger, vice-president of L. C. Smith & Corona Typewriters, Inc., New York, and formerly in charge of the wholesale division of the sales organization, has been appointed domestic sales manager.

### New Business at Boston

David Malkiel has started his own advertising business at 260 Tremont Street, Boston, under the name of the David Malkiel Advertising Agency. Associated with him as art director is Sidney Jerome, of New York.



# What Advertising Is Doing for Eatmor Cranberry Growers

All of the Advertising Emphasizes the Point That Cranberries Are Not Only a Holiday Food

FOR ten years after they formed an organization to bring about uniform grading and packaging, cranberry growers of three important producing States marketed their product without advertising. But for the last twelve years, Eatmor cranberries have been advertised to the consumer in national publications and newspapers.

A comparison of the average of the five years just before the exchange told consumers about cranberries and how to eat them and the average of the last five of the exchange's twelve advertising years shows that, with an increase in population of only 8.3 per cent and a crop increase of 18 per cent, the rise per barrel of cranberries has been 72.5 per cent. Five crops previous to 1917 brought \$6.23 per barrel; the last five crops have brought \$10.75.

How do these producers, who have grown from a group controlling 35 per cent of the country's cranberry crop to one producing 65 per cent, co-operate to such an effective degree? One answer is that—as has been shown in other agricultural groups—producers who specialize in a single commodity with individual members of the group not scattered over too large a territory have a head start in distributing, selling and advertising because they can act quickly. Another answer lies in the management of the American Cranberry Exchange.

The advertising procedure is not complicated. Experienced men first make an inspection of the crop and estimate the coming season's production. Three members of the exchange then sit down with the

general manager, A. U. Chaney, and the advertising agency to plan their advertising and sales campaign that will sell the estimated crop. There is nothing unwieldy about this machinery which sets up the year's program.

Nor is the machinery which car-

**10 MINUTE CRANBERRY SAUCE**

**Fresh CRANBERRIES ARE IN THE MARKET**

The fresh has the sparkling pungency of cranberries. Has two stars—eat two cups—but just right to combine with and improve the flavor in other foods.

Buy a pound of Eatmor Cranberries today and prove to yourself how delicious and economical real Ten Minute Cranberry Sauce is.

**Recipes**—4 cups (1 pound or quart) cranberries, 2 cups water, 1½ to 2 cups sugar. Salt sugar and water together 3 minutes; add cranberries and boil without stirring, 15 minutes (is usually sufficient) until all the juice runs upon berries from the first stirring stage.

An illustrated booklet of recipes for salads, drinks, and desserts, mailed free.

Address: Dept. M, Eatmor Cranberry Exchange, 90 West Broadway, New York City

**the TONIC FRUIT**

**Eatmor Cranberries**

Recipes Are Featured in the Eatmor Cranberries Advertising

ries it out hampered by its own weight. For being a seasonal product, cranberries must be advertised to their market at exactly the right moment and the advertising program must allow for complete elasticity of action during the two months of October and November. Practically all promotion money—it was \$150,000 during the season which closed—is spent in two months.

On the foundation of \$37,000 of magazine space, which must of course be planned in advance



Associated Business Papers, Inc., 1929  
awards for editorial excellence

## THE ARCHITECTURAL RECORD WINS FIRST PRIZE

In the class devoted to "Best Article, Series of Articles, or News Report" (in which there were 85 contestants), first prize has been awarded to Robert L. Davison, of the editorial staff of The Architectural Record, for the series of articles appearing in The Record under the general heading, "Technical News and Research."

*The outstanding qualities which won FIRST PRIZE are indicated in the conditions governing the contest, which state "the Jury will be guided broadly by the timeliness, accuracy, thoroughness, originality, clearness of expression and usefulness as displayed by the particular article or series of articles, etc."*

The Technical News and Research section of The Record, inaugurated with the January, 1929 issue, is a new departure in publishing—a creative service designed to meet a pressing need of the architectural profession. It consists of monthly analytical studies, in exhaustive detail, of building problems in relation to specific types of construction; each study verifies and correlates a mass of practical information, elsewhere virtually unobtainable but of a kind urgently needed by the architect for his daily work—although he cannot spare time for the protracted research necessary to assemble it. The studies provide manufacturers with a new avenue of contact with architects, suggest new uses for materials, and simplify the problems of production and marketing by indicating where architects employ products to the best advantage.

### The ARCHITECTURAL RECORD

A Dodge Publication—119 West Fortieth Street  
New York, N. Y.

Member A.B.C. and A.B.P., Inc.

of the selling season, is \$70,000 of newspaper copy released as the crop gets into distribution. This newspaper advertising is in a form that permits of quick manipulation in the event of sudden market changes—such as a labor depression or cut-price competition—the campaign then being expanded at some other more favorable point. Space in the larger cities runs up to 600 lines, and in small towns goes down to 150 on this elastic schedule. In all of this advertising, the exchange hammers constantly on an educational note that cranberries can be served all through their season instead of being reserved as a holiday dish.

In addition to this magazine and newspaper advertising, \$15,000 was spent last year on radio programs during domestic science periods of forty-five stations, and other money of the advertising fund took care of dealer helps, direct-mail trade effort, and consumer follow-up on general advertising.

Two angles of the exchange's advertising effort are worth individual elaboration. The first is work with dealers, and the second is contact with the actual cranberry consuming market.

For five years the exchange had contact men out through cranberry markets to help retailers increase sales. However, it was found that the October-November season is too short for well rounded work to be done by a field contact force. So direct contact with dealers now is made from the exchange's headquarters.

Each box of berries carries to the dealer a price card which, in colors, shows an attractive way of serving cranberries on the table. The Eatmor name is on top of this card, and beneath is space for current prices to be printed by the retailer. These cards are a very practical means of identifying Eatmor cranberries even though the dealer does not put the original packing box on display.

It follows up an investigation made in the 1926 season which showed that small dealers, being afraid early in the selling season to make half-barrel purchases, were receiving broken lots from

their wholesalers. With all Eatmor identification gone under these conditions, the exchange pointed out to growers that box sizes could be profitably cut. Packing was changed to meet this recommendation, and today about 55 per cent of the exchange's crop goes out in quarter-barrel boxes which are small enough for even the smallest dealers to display. But to make assurance doubly sure, the exchange inserts its display card with the identification in every shipment. Thus, in addition to each box carrying an Eatmor trade-mark that makes the box effective for window and counter display, there is a helpful counter card that the dealer is glad to use because it offers him an easy method of displaying prices.

Between dealer and direct-to-consumer promotion are several steps. In addition to a portfolio of the season's advertising going to all brokers distributing the exchange's crop, every other year a special letter goes out to first-class restaurants and hotels. In this letter is enclosed a folder of recipes made particularly for chefs. Distribution of these runs from 25,000 to 30,000 yearly. And to special inquiries, such as come from schools, goes a more complete booklet telling all about cranberries from field to table and giving home recipes.

#### *Recipe Books Used Extensively*

But it is on recipes and recipe books for the consumer that the exchange lays its greatest stress. Telling how to serve cranberries in the home is the main foundation of all consumer effort, this educational work being stressed year after year. The consumption of less than one pound of cranberries being far from the amount that should be consumed, it is evident that hundreds of thousands of people do not know how good and how economical cranberry sauce really is. And to increase the sale of cranberries, the exchange must continue to tell housewives how to make cranberries into tasty dishes. That the exchange answers from 30,000 to 50,000 inquiries yearly which come from coupons

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## To a Sales Manager who needs more active DEALER CO-OPERATION

THE business benefits of Trade Mark Service, as developed by the Bell System, are many and varied. This service can be custom-fitted to your individual dealer problems.

Supposing your advertising in magazines and newspapers or over the radio has done its work well—that the mental sale is made and the prospect starts out to buy. The actual sale is not completed unless and until the consumer finds a sufficient stock of your goods, shown by a dealer who does not try to divert interest to "something just as good."

Trade Mark Service is being used by many manufacturers to create just this condition; to stabilize and strengthen dealer relations; to make sure that local outlets carry the full line—that they are competent to explain it, sell it and service it after the sale.

By directing your consumer market to selected dealers, you not only strengthen your advertising and complete half-made sales, but also assume active control of your distribution. You can insist on real co-operation from authorized dealers.

(USE THE COUPON BELOW)

Trade Mark Service Manager  
American Telephone and Telegraph Company  
195 Broadway, New York, N. Y.

A-3

Dear Sir: We would be interested in your analysis of certain of our marketing problems and in a report showing the possible application of Trade Mark Service to their solution. Please telephone for an appointment. This request places us under no obligation whatever.

Company \_\_\_\_\_

Address \_\_\_\_\_

By \_\_\_\_\_

## "WHERE TO BUY IT"



An additional service in  
classified telephone direc-  
tories—bridging the gap be-  
tween advertising and selling

# SCREENLAND

ANNOUNCES  
THE APPOINTMENT  
of



E. PHILIP WILLCOX  
*as*  
ADVERTISING DIRECTOR  
*Effective May 15, 1930*

SCREENLAND  
45 WEST 45TH STREET, NEW YORK

333 NO. MICHIGAN AVE.  
CHICAGO

611 SO. CORONADO ST.  
LOS ANGELES

844 PARK SQUARE BLDG.  
BOSTON

May 22, 1930  
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and radio talks, indicates the scope of this particular consumer effort.

During the last season, "10-Minute Cranberry Sauce" was the particular dish singled out for intensive consumer promotion. The greater share of both magazine and newspaper advertising was devoted to pointing out two qualities of this recipe—that it is tasty and that it is quick and easy to make. Copy devoted a few words to telling about it. Then was given the simple recipe for making it. And each advertisement carried a line to say that a free cook book would be sent on request.

This recipe or cook book represents years of experiment by the exchange with recipes for sauces, pies, tarts, desserts, drinks and salads in which cranberries are the main ingredient. It also represents years of boiling down and standardization, to produce a book of wide appeal. And as it stands today, illustrated in color to present cranberries to the public in their colorful naturalness, it reaches the consumer by first-class mail direct from the American Cranberry Exchange in yearly quantities upward of 50,000 copies as well as going out in quantities up to 250,000 to dealers for counter distribution to their customers.

Backing up educational advertising that hammers away on the note that cranberries are not merely a seasonal dish, these books have played a large part in helping the exchange's advertising to create a consumer demand for cranberries which has greatly raised the growers' profit and has moved their crop faster.

#### Death of H. L. Simpson

Hiram Le Roy Simpson, vice-president and general sales manager of the United Drug Company, Boston, died recently at that city. He was fifty-three years old. His son, F. Russell Simpson, is assistant general sales manager of the United Drug Company, and another son, John Roger Simpson, is a member of the sales force of that company.

#### Appointed by Brisacher Agency

C. C. Mershon has been appointed director of the newly created art department of the Los Angeles office of Emil Brisacher & Staff, advertising agency.

## Death of C. D. Spaulding

CLEMENT D. SPAULDING, former advertising director of the Curtis Publishing Company, Philadelphia, died at that city on May 18. Originally intending to study medicine and pharmacy, he changed his plans and came to New York in 1895 to take a place on the advertising staff of *Harper's Magazine*. He remained with that publication until 1900 when he was offered the position of advertising manager of the Curtis Publications, which his cousin, Eugene W. Spaulding was relinquishing.

Mr. Spaulding remained with the Curtis organization for eleven years as advertising manager of *The Saturday Evening Post* and the *Ladies' Home Journal*. In 1911 he retired and since then has traveled extensively. Mr. Spaulding was one of the governors and a charter member of the Poor Richard Club of Philadelphia, an organizer of the Quoin Club and governor of the Ohio Society of Philadelphia. At the time of his death he was seventy-two years old.

#### Joins Japha Agency

Richard Williams, formerly with the art department of the Buffalo office of Lyddon, Hanford & Kimball, Inc., advertising agency, has been made art director of the Japha Advertising Agency, Inc., of that city. He was also formerly with the art department of the Niagara Lithograph Company.

#### H. D. Proctor with San Francisco "Examiner"

H. D. Proctor, formerly with the *Seattle Times* and, more recently, business manager of KEX broadcasting station, Portland, has joined the local display advertising sales staff of the San Francisco *Examiner*.

#### Appointed by Everton Engraving

Arthur Fox has been appointed sales manager of the Everton Engraving Company, Detroit, succeeding the late Charles Miller.

#### New Account for Rose Agency

The Bernard Sullivan Company, Chicago, manufacturer of motion picture equipment, has appointed the Edward William Rose Company, advertising agency of that city, to handle its advertising account.



## The Advertag Told Him More Than the Product Showed Him

The product is attractive. He picks it up to inspect it. Then he reads the Denney Advertag which reminds him of special features that might escape the attention. In other words, the Advertag tells the thing that sells and changes many "lookers" into buyers.

Send us information to work from. Our designers will prepare a free sample Advertag for you. Denney also makes every other type of tag.

**The Denney Tag Company**  
West Chester, Penna.

# DENNEY ADVERTAGS

## How Packard Lessens Unemployment by Budgeting Sales

(Continued from page 8)

mitted because of a thought anybody might have to the effect that the dignified Packard name and the consumer prestige that has been accumulated over a long period of years might be substituted in a measure for real work in selling.

Yet no strong-arm methods are employed in forcing upon dealers more cars than their selling requirements seem to demand; hence, while everybody in the organization is fighting for business, there are no artificially high sales quotas set up which must be met by hook or crook by the company's salesmen or its retail representatives. If conditions were otherwise, and if slam-bang, high-handed selling methods were employed, it is easy to see where this splendidly executed stabilization plan would be impractical. As a matter of fact, the whole success of stabilized production hinges upon sane and steady, healthy and energetic selling. Spasmodic spurts in selling, with a full head of steam one time and no steam at another time would quickly make even the most beautifully conceived production and stabilization program fade away into nothingness.

Stabilization seems to be the Packard creed throughout—keeping employees steadily at work, cumulatively building good-will among consumers and carrying on a steady and consistent selling policy. And underneath it all is the rightful recognition on the part of the company officials that a policy of "live and let live" toward the employees is one of the biggest sales assets any company can have.

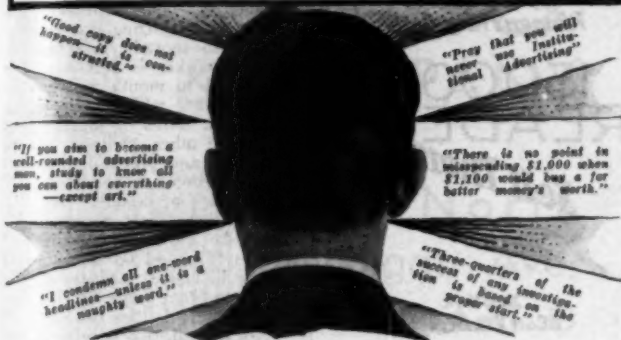
Even though Mr. Macauley vigorously declares he is not a sociologist, the social element has to be and is considered here regardless of the matter-of-fact business garb in which it is dressed. The average member of the well known human race, tragic to relate, takes no thought of the morrow. He is



# Aesop Glim's

## NEW BOOK

### Sent on Free Examination



**N**OW it's released for publication—his new book, "*Aesop Glim—Advertising Fundamentalist*"! Surely you've been reading his common-sense articles in PRINTERS' INK. Then you'll realize that no writer has ever brought the advertising profession down to earth with such a *thud*. But what a helpful, common-sense, basic thud it is! Not merely does Aesop clear the air of inept trivialities; he shows *how* to use sound first principles in doing a better and more profitable advertising job.

Advertising men in every branch of the business have sent verbal bouquets—and have enclosed advance orders for Aesop Glim's new book "when published." Now it's ready, and will be sent on five-days' Free Examination.

If this examination does not "sell" you on Aesop Glim and on his ability to give you a real lift in your daily work, send the book back. Otherwise send \$4 and keep this 237-page book at your right hand. This coupon makes immediate action more convenient. Mail to *Prentice-Hall, Inc., 70 Fifth Avenue, New York, N. Y.*

**Preparing Advertising**  
—presenting 20 copy bromides, discussing keyed ads, and the copywriter's Eternal Triangle.

**Reproducing Advertising**  
—where intelligent planning and intelligent ordering are made clear.

**Market Surveys**—relates swivel-chair research men to their proper place and gives plain truths about interviewing and surveys.

**Miscellaneous Distiches**  
—including a pungent discourse on how to criticize copy and layouts.

#### PRENTICE-HALL, INC.

70 Fifth Avenue, New York, N. Y.

Please send me "*Aesop Glim—Advertising Fundamentalist*" for five days' Free Examination. If I keep it, I'll send you \$4 in full payment.

Name.....

Address.....

City..... State..... AK-22

**Tell Them!**  
**50,000**  
**SUBSCRIBERS**

*Style Sources*  
*Women's Wear Daily*

**150,000**  
**READERS**  
**Sell Them!**

New York  
 38 East 134 Street.

**STEEL**

About

July 1st

likely to wake up one of these days with no job and no money and face the drab prospect of living off his relatives, or receiving public charity. After a while, the worker begins to realize these things and this is what makes a steady job look so good to him; he holds on to it for dear life and is ready to fight as well as work for the company which employs him on that basis.

Some of our law-makers in Washington, realizing that employment is so sporadic and unstable that the worker is forced to live from hand to mouth and has no future toward which to look, are thinking in terms of old-age pensions and other projects toward which the employers and employees would be forced to contribute.

Packard, proceeding on the thought that "most economic ills cannot be cured by legislation," believes it would be vastly better for the individual business organization to take care of its own problems in this direction.

"Not only do we provide steady work for a considerable number of thousands of men," said M. A. Cudlip, vice-president and secretary of the organization, "and thus give them a proper outlook upon life, but we have evolved a workable plan to provide for the declining years of our older employees. Realizing that the American workman resents the very essence of all paternalism—and properly so—we have selected this plan in preference to the many pension propositions which we studied.

"We believe that our older employees are happier working if they are physically able to do so. Hence we handle each man's case individually, and if necessary, differently, without the application of ironclad rules.

"We do not discharge a man because he has reached any given age. When a workman begins to fall behind in his work he is called into the employment department for consultation. Frequently medical attention is all that is necessary to enable him to go back to his old job. Sometimes it is necessary to change his work. When we are not able to find a suitable

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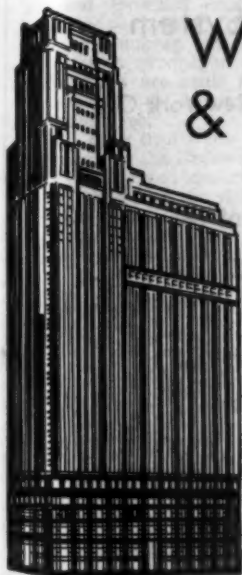
# ANNOUNCING THE REMOVAL

of

# WHITLOCK & COMPANY

to

## 333 North Michigan Ave. CHICAGO



"333" will house the activities of this organization in the future—truly a location representative of the character, stability and recognized leadership of the

largest concern of its kind in the world.—Larger space, ideal appointments and improved facilities provide the opportunity to render even more individualized service to a constantly growing clientele.

### DIRECT REPRESENTATIVES OF THE PUBLISHERS

Largest Producers of Magazine Combination Subscriptions in the World

SOUTHERN OFFICE . . . . GLENN BLDG. . . . . ATLANTA, GA.

WESTERN OFFICE . . . . SMITH TOWER . . . . . SEATTLE, WASH.

The  
Columbia  
Broadcasting System

Incorporated

485 Madison Avenue, New York City

announces

the appointment of

H. K. BOICE

formerly of

Lennen & Mitchell, Inc.

as

Sales Manager

effective

May 15, 1930



Mr. Boice's important contributions to radio broadcasting and his long and varied experience in the contact and creative end of agency work, assure advertisers and advertising agents a sympathetic understanding of their problems and assistance in the development of a radio technique that will influence sales.

WILLIAM S. PALEY, President  
Columbia Broadcasting System, Inc.

May 22,

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job for him we consider his transfer to a specially organized department. Each man's case is considered on its own merits and the approval of the management is obtained when the transfer is made so that we can provide suitable work for each case. In this department is provided a variety of work calling for skilled, semi-skilled and unskilled employees. Most of the work is of a corrective nature requiring less physical effort than production work. Transfers to it are made at the same hourly rate the man received on his former job."

It seems more than a fair statement to say that the Packard Motor Car Company is at least making a contribution toward the stabilization of an industry which in its fluctuation affects practically every basic industry in the country.

#### Appoint Glicksman Agency

Howard Clothes, Inc., New York, operating a chain of clothing stores, has appointed the Glicksman Advertising Company, Inc., of that city to direct its advertising account. Newspapers will be used.

The advertising of the Adam Hat Stores, Inc., operating a chain of stores in and adjacent to New York, is also being handled by this agency.

#### Joins Littlehale-Burnham-Rossiter, Inc.

Robert D. Mansfield, for four years a member of the copy staff of The Blackman Company, New York advertising agency, and, before that, with Bisell & Land, Pittsburgh, has joined Littlehale-Burnham-Rossiter, Inc., New York advertising agency, as director of copy and merchandising plans.

#### A. W. Neally with Columbus Show Case Company

A. W. Neally, formerly vice-president of the Procter & Collier Company, Cincinnati advertising agency, has been appointed general sales manager of The Columbus Show Case Company, Columbus, Ohio. He was also formerly vice-president of The Geyer Company, Dayton, Ohio, advertising agency.

#### Joins American Fashion Company

Miss Victoria Gaines has joined the American Fashion Company, New York, as editor and fashion advisor of *Style*. She has been with *Pictorial Review* and *Fashionable Dress* as stylist and associate editor.



ROLAND COLE

Sales and Merchandising  
Counsel

Sales Promotion Plans

Market Study

Publicity

For nine years a  
member of the  
Editorial Staff of  
*Printers' Ink*

400 West 119 Street  
NEW YORK, N. Y.

Cathedral 0100

## RETOUCHING SPECIALISTS

BLACK  
AND  
WHITE  
•  
COLOR

ADDA AND  
KUENSTLER  
STUDIOS

70 E. 45 - NEW YORK  
Murray Hill 9237

## Manufacturing IN AUSTRALIA

A complete equipment located in Sydney, N.S.W., under the control of a qualified manufacturing chemist, is available for branded pharmaceutical products. The services of an associated distributing agency are also available, if desired.

London Correspondents:

**FASSETT & JOHNSON, LTD.**  
86, Clerkenwell Road, London, E. C. 1

## W. J. Graham Heads American Management Association

William J. Graham, vice-president of The Equitable Life Assurance Society of the United States, was elected president of the American Management Association at its recent Spring meeting held at New York.

Samuel A. Lewisohn, of Adolph Lewisohn & Sons, was made chairman of the board.

The following were elected vice-presidents: Arthur H. Young, of the Industrial Relations Counselors, in charge of programs and publications; C. E. Cary, vice-president, Leeds & Northrup Co., in charge of the industrial marketing division; Irwin D. Wolf, secretary of the Kaufmann Department Stores, Inc., in charge of consumers' marketing division; Thomas R. Jones, vice-president and general manager of the Harris-Seybold-Potter Co., in charge of the production division; John C. Orcutt, vice-president, Irving Trust Company, in charge of the financial division; Cooke Lewis, vice-president and comptroller, Liberty Mutual Insurance Co., in charge of the office management division; P. D. Betterly, assistant treasurer, Graton & Knight Co., in charge of the insurance division; Harvey Ellerd, Armour & Co., in charge of the personnel division; P. L. Dildine, The B. F. Goodrich Company, in charge of the shop methods division; Ernest G. Draper, vice-president of The Hills Brothers Co., vice-president at large, and Harry C. Gilmore, secretary of the Western Electric Co., vice-president and treasurer.

## From the President of the A. N. A.

ALEXANDER HAMILTON INSTITUTE  
NEW YORK, MAY 17, 1930.

### Editor of PRINTERS' INK:

Far be it from me to comment on a PRINTERS' INK article from a journalistic standpoint—they all rank so high. But as one who attended the French Lick conference of the Association of National Advertisers, I must say that your article entitled "Business Improving Say Members of Advertisers' Association," in your May 15 issue, is a perfect reflection of what happened there.

BERNARD LICHTENBERG,  
Vice-President.

## H. B. Street Joins Mellen Associates

H. Ben Street, formerly with H. Ben Street and Associates, Hollywood, Calif., advertising agency, has joined The Mellen Associates, Honolulu advertising agency, as director of the merchandising service department.

## T. G. Johnstone Advanced by Jam Handy Service

Thomas G. Johnstone, Detroit representative of the Jam Handy Picture Service, has been appointed national field manager of that company.

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**BLAKER  
ADVERTISING AGENCY  
INCORPORATED**

*now occupies the twenty-third floor at*

*120 East 41st Street*

*New York*



*Henry Blackman Sell  
President*

*Telephone*

**CALEDONIA 7351**



## For the right Sales Executive

One of the best but not the biggest lithographic companies wants a sales executive with a successful record.

The concern will back him up with an enviable reputation over a long period of years and a plant that is as modern and complete as any in the country.

The man will be left alone to produce in his own way and to carry further his already successful record.

His first letter should be fairly complete and he need have no hesitancy about writing to us because our sales force know that we want to expand.

Address "H," Box 115  
care of Printers' Ink

### Form Ingrain Hosiery Association

A meeting was held last week at New York of ingrain hosiery manufacturers to discuss ways and means of fostering the sales of ingrain hosiery. An organization was formed, to be known as the Association of Ingrain Hosiery Manufacturers, with the following officers: President, Leo Propper, Propper-McCallum Hosiery Company; vice-president, E. B. Sharp, Conrad Hosiery Company; secretary, S. F. Rubin, Merit Hosiery Company, Inc., and treasurer, George Haag, General Hosiery Company, Inc.

The following were elected to a committee on advertising, to work out the details of a co-operative advertising campaign: Leo Klein, Doris Silk Hosiery Company; Mr. Wimpenny, Holyoke Hosiery Company, Inc.; Mr. Sharp and Mr. Rubin.

An advertising campaign is contemplated using business papers as well as fashion magazines and rotogravure. The John-Arnold Company, New York advertising agency, will handle the campaign.

### J. A. Holland Starts New Business at New York

Joseph A. Holland, formerly president of the Lithograph & Printing Equipment Company, New York, has opened an advertising business under his own name at that city. His offices are located at 7 West 44th Street.

### W. R. Needham with Harry Latz, Inc.

W. R. Needham, for the last three years promotion manager of the Ahrens Publishing Company, New York, has been appointed an account executive with Harry Latz, Inc., advertising agency of that city.

### Death of B. E. Mosely

Ben E. Mosely, formerly with the New York Sun and, later, with the Associated Press, died recently at New York. He had been, at one time, with the Rochester, N. Y., *Evening Times*, and, before that, with the Rochester *Democrat & Chronicle*.

### Appoints Associated Crafts

W. H. Hutchinson & Son, Inc., Chicago, manufacturer of bottle crowns and bottlers' supplies, has appointed Associated Crafts, advertising agency of that city, to direct its advertising account. Business publications and direct mail will be used.

### J. F. Gardiner Advanced by Byllesby

J. F. Gardiner, manager of financial advertising of H. M. Byllesby & Company, Chicago, investment securities, has been appointed advertising and publicity manager.

May 22, 1930

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WINEMILLER & MILLER used in na-  
tional advertising . . . in color and  
black and white . . . at the Adver-  
tising Club, 23 Park Avenue . . .  
for two weeks beginning May 24th.

## PULL YOUR OWN PROOFS

### This Modern Office Proof Press

Pulls clean proofs up to 13 x 18 inches.  
A handy proof press for advertising departments,  
agencies, offices, etc. Small and compact. Works  
like a charm. Anybody can pull neat, clean proofs.  
Pays for itself manyfold. Saves delays. Eliminates  
errors. Substantially built by Vandercook, master  
proof-press manufacturer for largest printers.  
Price, complete with ink roller, ink, dust cover,  
and steel accessory box with ink plate, ready to  
pull proofs, \$49.50 f. o. b. Chicago.  
Mail order now—or ask for free descriptive folder.

VANDERCOOK & SONS  
930 No. Kilpatrick Ave.  
Chicago, Ill.



## VANDERCOOK & SONS

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George F. Rowell

PRINTERS' INK PUBLISHING CO., INC.  
Publishers.

Office: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGHENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor  
ROBERT W. PALMER, Managing Editor  
ROY DICKINSON, Associate Editor  
BERNARD A. GRIMES, News Editor

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Arthur H. Little	Eldridge Peterson
Thomas F. Walsh	Don Masson
H. W. Marks	Allen Dow

A. H. Deute, Special Contributor

Chicago: G. A. Nichols  
Frederic Read  
Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, MAY 22, 1930

## Too Much Showmanship in Advertising Conventions

A couple of weeks ago Charles C. Younggreen, as president of the Advertising Federation of America, addressed an "on to Washington" meeting of the Chicago Advertising Council, the purpose of which was to stir up interest in, and enthusiasm for, the Washington convention of that organization. He got a great deal of satisfaction out of recounting how the Chicago convention was held in the previous year with an absence of the usual committees meeting the visitors at trains, and with no gaudy hat bands, street decorations or martial music.

The Washington convention, he said, would be conducted on the same plan; it would be an occa-

sion for the serious discussion of business problems and with no ballyhoo.

And then, apparently wishing to supply an incentive for the Chicago "ad clubbers," so-called, to attend the convention, Mr. Younggreen waxed eloquent in his description of the forthcoming annual banquet which was to be one of the features of the Washington gathering. He forecast this event as being "the snappiest, ritziest, most entertaining advertising dinner you ever heard of" and could not see how any advertising man or woman worthy of the name could possibly afford to stay away. Evidently a good time was going to be had by all.

In other words, the showmanship element was to be there in another form. People had to be enticed into going to the convention. The business end of the important gathering seemingly had to be sugar-coated; the boys and girls must be promised some real entertainment, or otherwise they might not be willing to spend their money for a trip to the nation's capital for the laudable purpose of putting in a few licks in behalf of advertising.

This sort of thing, in our humble judgment, is one of the reasons why so many business leaders gently but firmly refuse to get excited over organized advertising and advertising conventions. There is too much showmanship, too much of the play element designed to attract the rank and file. If they want to play they prefer to do so without trying to delude themselves into thinking they are thereby going to save the world or to advance the interests of business.

John Benson, president of the American Association of Advertising Agencies, got a little reaction of this sort just the other day. He wrote a letter to the members of his association urging them to attend the Washington meeting. A prominent Chicago advertising agent wrote Mr. Benson that he could not attend because he had already made arrangements to see the Kentucky Derby!

"Furthermore," he wrote, "I ex-

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pect to see Mr. Blank (a nationally known New York advertising agent) there, so that whatever I assume I might lose from not being at Washington I know I can tangibly make up by talking with him."

The Advertising Federation of America could, if it would, learn something from the Association of National Advertisers. At the recent meeting of the latter body at French Lick, Ind., the members mixed play with their serious work. There was a golf tournament, also the inevitable banquet which was all "entertainment." Possibly, so far as we know, some of the members who wanted to try their luck with the "bird cage" or the gaily spinning roulette wheel ventured into some of the casinos which, according to rumor, abound in that Southern Indiana resort.

But these attractions, if they can be called such, were not mentioned in the printed matter sent out announcing the meeting; they were not a part of the program. This was a business gathering and the invitations to attend it were not waited.

Showmanship was not needed here. It is not needed in the larger gatherings. It is not needed anywhere in advertising, organized or otherwise.

**Farmers as a Force in Merchandising** Alexander Legge, chairman of the Federal Farm Board, expresses himself as favoring the release of the packers from the more or less famous Consent Decree agreement. His idea, and in expounding it he declares he is representing farm thought, is that the packers then would be free to enter the retail store business if they should so choose. We read in farm papers and newspapers that various farm organizations have made similar pronouncements.

If we correctly interpret things we have seen and heard, this sentiment is that of farmers generally. Regardless of one's view as to the righteousness or iniquity of the Consent Decree, he can hardly help regarding this development as indicating that the farmer is com-

ing more and more to think in merchandising terms—also that he lets his head rather than his heart influence him in business matters. When the Consent Decree was first entered, farm organizations were almost universally in favor of it; but since then in State after State they have reversed their attitude and have pitched their tents in the packers' camp.

The farmer has finally come to realize that he is primarily a producer and a seller rather than a mere consumer as some people imagine him to be. He is therefore thinking in terms of how he shall get his goods onto the tables and into the iceboxes and pantries of the ultimate consumer at the lowest distribution cost. His reasoning in the present case apparently is that if the processes necessary to convert an animal into meat and sell that meat can be made fewer, he is going to get a better price for his meat on the hoof.

Perhaps it would be neither possible nor economic for the packers to go into the retail business to any great extent, even though the farmers want them to do so, and even though they themselves are looking longingly in that direction.

Nevertheless, the fact that the farmer has thus seen fit to attempt to take a hand looking toward the retailing of goods of which he is the primary producer is significant. And the moral is not going to be lost upon those advertisers who have heretofore looked upon the farm market as one meriting only skimpy and piece-meal merchandising treatment. Farmers are doing a vigorous bit of thinking here. Perhaps they are wrong, but they are showing that they can both talk and understand the advertising language.

If the farmer has his way, the packers eventually will be operating huge chains of food products stores. The farmer plainly is not afraid of the chain-store idea; neither is he swayed by any sentimental nonsense about "saving" the local community at any price. He is proceeding according to his lights, to lessen the cost of dis-

tribution—just as all other wise merchandisers are doing.

The farmer is becoming a more able seller, and this in turn is going to make him a more extensive buyer.

### **Mergers and Economies**

There are certain economies which mergers are finding it advisable not to make. One has to do with the question of "dead wood."

At the start of the merger period, it was conceded that the new merged companies would drop overboard a large number of the old and tried employees. But many of them discovered, after a man of the tried and tested kind had been dropped, just how valuable his experience had been to the business. There were several incidents of companies scouring the country to find a man who had been uncereemoniously fired a few short months before.

The new managers discovered, to take a phrase from Julius Klein, that what they had "thought was dead wood was in reality heart wood," toughened and seasoned by the stress and storms of long service. And so this one economy was discovered by some mergers to be an expensive one.

Another incident indicates the sound judgment of F. D. Coster, president of McKesson and Robbins, which organized the giant merger of wholesalers.

In this case, the obvious economy seemed to be to have the component members of the merger withdraw from the National Wholesale Druggists Association and to maintain one membership for the parent company. But so many wholesalers had been taken over that if all of them had resigned at once it would have been a serious blow to the association. Mr. Coster had to balance the money economy that might have resulted against the good of the industry. He decided to withdraw the tentative resignations of the subsidiary jobbers in the interest of the good of the industry. He came to the conclusion that mere money saving could not pay for the more intangible loss that would

result to the association if so many members should withdraw.

The action should please not only associations in other fields where mergers have been the rule, but also some critics of mergers who have claimed that they always operate with both eyes fixed on the dollar and without regard for any of the rules of the game.

It is manifestly unfair to make any general statements about mergers. While some merger managers look only at the score board, others realize how much the intangible and the intuitive count in making up the final score.

### **Dealing in Billions**

The business transacted over the counters of retail stores in this country is the largest single business in existence here and probably in the world.

Despite the fact that this is so, there has never, until recently, been a strictly retail business that could boast total sales even within hailing distance of some of our giant industrial corporations. Even now, a matter of 500 millions separates our leading retail businesses from our topmost industrials. But progress is being made.

The figures are interesting. Standard Oil of New Jersey reports for 1929 gross operating income of \$1,523,386,464. General Motors reports net sales for 1929 of \$1,504,404,472.17. U. S. Steel had gross receipts in 1929 of \$1,493,505,000. American Telephone and Telegraph reports an income of \$1,114,760,438, but this does not include certain items such as income from Western Electric. And the first retail business to pass the billion dollar mark—Gentlemen, salute The Great Atlantic & Pacific Tea Company.

For 1929, the A. & P.'s sales amounted to \$1,053,692,882. This year it appears certain that this chain will exceed the \$1,100,000,000 mark by a liberal margin.

Some day, at this rate of progress, a retail business may report the largest gross income of any corporation in this country. Precisely what that will signify we don't know—but at any rate, we did enjoy juggling those billions.

*it's more*

# IMPORTANT

*now than ever before*

—to have reliable, accurate, unbiased facts to prevent wasted expenditures in advertising and merchandising.

Emerson B. Knight, Inc. (a national research organization), is helping agencies, newspapers, radio stations and national advertisers to get a clear picture of markets or product possibilities that enable them to increase the results from their advertising.

Knight facts are obtained either by personal interview or mail questionnaire. All data is machine tabulated, checked by bonded auditors and analyzed by men who know marketing.

May we tell you more about Knight Service and how it will save and make you money?

**EMERSON B. KNIGHT, Inc.**

*Certified Market Studies*

INDIANAPOLIS



ARCHITECTS AND BUILDERS BUILDING



# Advertising Club News

## Pacific Clubs to Discuss Local-National Rate

The program of the meeting of the newspaper advertising department of the Pacific Advertising Clubs Association, at its annual convention at Spokane, June 22 to 25, will include a discussion of the local versus national rate problem. Walter P. Burn, Pacific Coast manager of the Bureau of Advertising, American Newspaper Publishers Association, is chairman of this group.

Harry Failing, advertising director of the Portland *Oregon Journal*, will discuss the local-national equalization accomplishments of the National Research Committee. Richard P. Milne, of Milne-Ryan-Gibson, Inc., Seattle advertising agency, will discuss the findings of the local-national rate committee of the Pacific Association of Advertising Agencies. Mr. Burn will submit a complete report of all investigations up to date, including the work of the University of Oregon, the University of Southern California and the American Association of Advertising Agencies.

Don Bridge, advertising director of the Indianapolis *News*, will also speak on the policies and sales methods of that paper. Other topics to be discussed at the meeting are cooking schools, publicity and plans for increasing local advertising.

\* \* \*

## M. E. Bernet Heads Denver Club

Milton E. Bernet was recently elected president of the Advertising Club of Denver, Colo. He is director of advertising and publicity, Mountain States Telephone & Telegraph Company. Other officers elected are: Jesse O. Goodwin, manager of the Denver Branch, Western Newspaper Union, vice-president, and John L. Jenkins, Bunge-Jenkins, Inc., secretary-treasurer.

New members of the board of directors are: Richard O. Boldt, Richard O. Boldt Engraving Company; Berlin Boyd, manager, Better Business Bureau of Denver; Eric Erskine, Butler Paper Company; Samuel Freed, director of advertising and sales, Great Western Sugar Company; Katherine Jenkins, Ball & Davidson, Inc., and Merritt F. Riblett, retiring president.

\* \* \*

## Los Angeles Club Adds to Board

The Advertising Club of Los Angeles has appointed four additional members to its board of directors, each representing major interests of the club. They are: Malcolm McNaghten, president of the Broadway Department Store, representing retail stores; Sydney P. Bartlett, *Los Angeles Examiner*, representing newspapers; William G. Scholts, president of the Scholts Advertising Service, representing the Sales Managers Association, and Russell Lockwood, Lockwood-Shackelford Company, Inc., representing advertising agencies.

## Emphasizes Importance of Training Retail Sales Clerks

If retail sales forces could be trained in the arts and science of salesmanship to an equal degree as have factory salesmen as a class, James H. Warburton, sales manager of the Marietta Chair Company, recently told members of the Marietta Advertising Club, the volume of business in all desirable lines would be much greater and fewer road salesmen would be required.

Answering the question: "How are such retail salespeople to be found and developed?" Mr. Warburton declared that "some improvements can be made by the retailers themselves in their present methods of selecting, placing, training and directing new help. A more definite yardstick for hiring would eliminate many mere job hunters—those who have no 'inner urge' to become salesmen or aptitude for the calling. Close personal attention at the outset should prevent many misfits, instead of hiring so many clerks why not interview and choose, as nearly as possible, on the basis of the required number, type and adeptness for each department or class of work? A study of any sales force would, doubtless, reveal a number of shifts that could be made to advantage. For instance there are half-failure shoe clerks who might do splendidly with radios."

Mr. Warburton further pointed out that the retail clerk occupies a key position—at the point of consumer contact and that he must become a creative salesman before potential sales are converted into cash. He also recommended that public schools should teach students preparing for this field since retail selling is now such a tremendous factor in our national prosperity.

\* \* \*

## An Advertising Analogy in the Water Lily

Copy and art are merely the surface indications, or at least should be, of what is behind or beneath a company's advertising. So declared Philip Lukin, vice-president, Charles Austin Bates, Inc., New York advertising agency, recently before the Scranton, Pa., Advertising Club. "No one mistakes the water lily bud on the surface of the water" he said, "for the whole plant. We know that there are roots going down deep into the water; not so pretty perhaps, but without them you would have no water lily. Please remember the water lily whenever you are inclined to think that an idea, or a picture, or some words constitute advertising."

\* \* \*

## W. W. R. May Heads Portland Club

Walter W. R. May, city advertising manager of the Portland, Oreg., *Oregonian*, was elected president of the Advertising Club of Portland, Oreg., at its recent annual meeting.

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## Pittsburgh Club Makes Exhibit Awards

Awards in the third annual exhibit of the Pittsburgh Advertising Club were presented at a banquet held at Kaufmann's Auditorium recently at the close of the exhibit. First and second awards were made in twenty-eight classifications. William C. Arthur, of the Pittsburgh Advertising Club, acted as chairman of the banquet which was addressed by Richard B. McDaniel, president of the club, J. C. McQuiston, Westinghouse Electric & Manufacturing Company, T. D. Harman, district governor, Advertising Federation of America, and by Charles C. Younggreen, president of the Affiliation. The purposes and activities of the exhibit were outlined by Benjamin I. Davis, Jr., Edwin H. Stuart, Inc., general chairman of the exhibit. Neil H. Swanson, managing editor of the Pittsburgh Press, announced the awards.

\* \* \*

## Heads Richmond Club

Clarence Ford, Jr., assistant cashier in charge of advertising and business development of the Morris Plan Bank of Virginia, was elected president of the Richmond Advertising Club at its annual meeting. He succeeds Frank M. Wood, who automatically becomes a member of the board of directors.

Other officers elected are: First vice-president, William Ellyson, advertising manager of the Richmond News-Leader; second vice-president, Charles Fleming; treasurer, Littleton Fitzgerald, advertising manager of the American Bank and Trust Company, and secretary, Miss Willa Robinson.

Frank White, Matt Wiltshire, Mead Norman, Merrill Raab and E. W. LeMay were elected directors for two-year terms. McLean Whittet was elected director to fill the unexpired term of Mr. Fitzgerald, who was made treasurer.

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## Salt Lake Club to Hold "Advertising Achievement" Week

The Salt Lake City Advertising Club is sponsoring "Advertising Achievement" week, beginning May 25. During this week the club will display the most outstanding and attractive advertising ideas developed in the city during the year. Judges will select the best advertisements, which will be sent to the convention of the Pacific Coast Advertising Clubs at Spokane in June.

\* \* \*

## Bernard McCulla Heads Providence, R. I., Town Criers

Bernard McCulla has been elected chief crier of the Town Criers of Rhode Island, Providence, R. I., advertising club. Deputy chief criers elected are: Robert G. Ingraham, Ryder Gay, William Thurber and Floriman Hathway. Thomas V. Barb has been elected scrivener; Charles Donilon, funds holder, and Daniel Mahoney, bellman.

## H. F. Wilson, President, Chicago Financial Advertisers

H. Fred Wilson, of the Continental Illinois Bank & Trust Company, was named president of the Chicago Financial Advertisers at the annual election last week. He succeeds Herbert V. Prochnow, First Union Trust & Savings Bank. Fred W. Mathison, of the Security Bank of Chicago, is the new vice-president.

Preston E. Reed, executive secretary of the Financial Advertisers Association, will serve as secretary during the coming year and Helen Leacock, of the People's National Bank & Trust Company, as treasurer.

New directors are: John J. Foley, A. C. Allyn & Company; Joseph J. Levin, A. G. Becker & Company; Horace Townner, Lawrence, Stern & Company; and Mr. Prochnow. E. T. Cunningham, Halsey, Stuart & Company, was re-elected a director. The newly elected officers will also serve on the board of directors.

\* \* \*

## Charles Morris Price School to Graduate Eighty

The graduation exercises of the Charles Morris Price School of Advertising and Journalism of the Poor Richard Club of Philadelphia will be held at the clubhouse, May 27. About eighty boys and girls will be graduated from a two-year night course in advertising fundamentals. The address of the evening will be made by Dr. Edward J. Catell and diplomas will be awarded by Michael G. Price, founder of the school. Other speakers will be Jack Lutz, president of the Poor Richard Club, George E. Loane, chairman of the school committee, and Dr. Thomas J. Mulvey, dean of the school.

\* \* \*

## Heads New Haven Club

Claude Schaffner has been elected president of the New Haven, Conn., Advertising Club. J. H. J. Adams was elected vice-president, F. Irving Johnson, secretary, and Samuel F. Chidsey, treasurer.

Directors elected are: A. V. Geary, A. W. Lembach, H. J. Farnham, J. H. Clyne, H. B. Kennedy, M. C. Jenkins and F. H. Mason.

\* \* \*

## Dale Brown Appointed by Cleveland Community Fund

Dale Brown, manager of the Cleveland Better Business Bureau, has been appointed chairman of the metropolitan division of the Community Fund campaign of that city.

\* \* \*

## Made Executive Secretary, Portland Club

Miss Harriet Mary Jones has been appointed executive secretary of the Advertising Club of Portland, Ore. She will officially assume her new duties on June 1.

# The Little Schoolmaster's Classroom

**MARSHALL FIELD & COMPANY**, Chicago, have created a mailing piece which proved a most successful medium for distributing a quantity of die-cut miniatures furnished them by the manufacturer of their Comfopedic brand of shoe. Realizing the du-

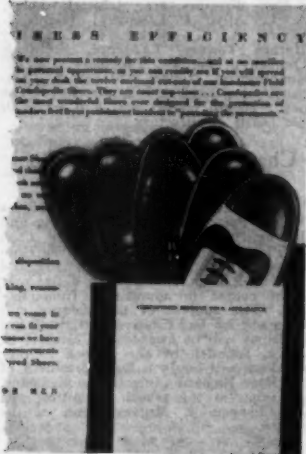
most closely with his own particular tastes. Thus, in addition to providing a very realistic display, the piece has a certain dynamic quality not easily obtained on a simple flat surface.

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From time to time the Schoolmaster has taken it upon himself to comment upon current events which, although apparently based on nothing more than intermittent insanity, eventually blossom out into the latest menace to this or that industry. Thus several years ago he mentioned the fact that men were going without hats and pointed out that if he were a hat manufacturer he would be worried. Before that he commented upon the tendency among the younger generation to do away with the garter. His remarks upon the vogue of the soft collar were received with some skepticism and yet this vogue eventually made a big difference in the balance sheets of once prosperous companies.

Now from the bleak White Hills of New Hampshire comes the latest threat to the textile industry. This time a few brave souls sequestered for the winter in Dartmouth College have decided that long trousers are just a waste of good cloth and at the same time breeders of discomfort. So, bang, without any further warning except that issued widely by an alert publicity department (one of the necessary adjuncts of any well-run college today), Dartmouthian knees have been bared to the rigors of Hanoverian May and the bolder students have appeared in shorts. Another blow has been struck for freedom.

Perhaps the Schoolmaster is becoming more conservative as he gathers age, but he cannot take the latest menace quite so seriously as the Dartmouth sons of liberty would have him. On bathing beaches, in gyms, in locker rooms, the Schoolmaster has made an involuntary but careful study of that homeliest thing in nature known as



bious value of die-cuts which are simply piled on counters or otherwise spread throughout a store, Field's, by designing an appropriate "container," turned them from haphazard knick-knacks into a direct-mail piece possessing a very definite identity of its own.

The piece itself is of the one-sheet combination envelope and message type. The sheet is cut and glued so that when unfolded there is a "shoe pocket" on either side—one for brown shoe "samples" and one for black. (The brown side of the piece is reproduced above.) Into them the die-cuts, which are reproductions of twelve different styles, are placed. Quite naturally about the first move the recipient makes is to remove these "samples," spread them out and perhaps make a mental note as to which style coincides

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## Realtors—America's Homebuilders



# MODERNIZING

## America's "used homes"

The Better Homes movement is spreading into the old home market too.

Realtors are organizing home modernizing on a business basis just as they did the building of our new homes and apartments.

Sooner or later most every home is listed with a Realtor to be rented, sold or exchanged. These homes need improvement to compete with new homes—antiquated plumbing replaced by modern—an

extra bathroom added—a new roof—painting—new heating plant, etc. By putting the homes in condition the Realtor can sell them—and for a better price. His contact with owners and his sales ability have made the Realtor the key man for modernizing.

Realtors—America's Homebuilders offer you this modernizing market in addition to their great new home and apartment market.



### NATIONAL REAL ESTATE JOURNAL



PORTER-BEDE-LANGTRY CORPORATION, PUBLISHERS

139 N. Clark Street

Chicago, Ill.

## SALES MANAGER

**W**E want an active, experienced sales manager to direct the sales department of an established company, whose method of marketing has recently changed, requiring a sales force. The man we want should be prepared to qualify on the following points:

**1**

He must be a Christian between 35 and 45 years of age, active, healthy and alert.

**2**

He must have a satisfactory record either as a sales manager or assistant sales manager (experience in our field not essential).

**3**

He must be prepared to live in New England and to spend at least half his time in the field training salesmen and in active supervision.

**4**

He must be available within thirty days.

His immediate compensation will be based upon his record and his new responsibilities. His eventual compensation will depend upon himself.

Address "X," Box 268  
Printers' Ink

the male knee. It is hard for him to believe that the average man—and it is the average man who buys the trousers even if he doesn't always wear them—will bare his knee to the common gaze without protest.

The Schoolmaster notes with interest the latest but humiliated press dispatch issued by the alert publicity department. The day chosen for the emancipation of the masculine knee turned out bleak and cold and only the braver spirits appeared in shorts. The athletes, it seems, were told by the coaches to keep their knees covered against any possibility that rheumatism should interfere with the grim task of acquiring championships.

Probably the textile industry will do well to study this matter of shorts, but the Schoolmaster has a comforting feeling that this latest effort to create a menace will probably be well forgotten about next fall when the big Green team begins to pile up heavy scores in its early season games.

The Schoolmaster notes with a glow of pleasure that another **PRINTERS' INK** offspring has appeared on the bookshelves. This time it is "Aesop Glim, Advertising Fundamentalist," the title of the book into which the mysterious and somewhat famous Aesop Glim has gathered together his articles on advertising which have appeared in both of the **PRINTERS' INK** Publications.

The Schoolmaster was particularly pleased with the last paragraph of the book's foreword which, although the genial Aesop will not thank anyone for saying it, contains a pleasant little thought which might well be treasured by the Experienced Adcrafters whom Glim attacks so lustily.

"The principles here painted are painted in uncompromising blacks and whites. The grays can always be discovered later—along with the truth about Santa Claus and the Stork."

There is so much fear of the blacks and whites and so much affection for the grays that one of the chief reasons for the success

# 145 (Printers' Ink Subscribers) advertisers

used 98.42% of the  
largest magazine  
appropriations

Of all the money appropriated for magazine advertising 53.29% comes from 150 advertisers. These 150 advertisers spent \$108,611,203 in eighty-nine magazines during 1929.\*

98.42% of this total or \$106,896,454 was bought by 145 advertisers subscribing to *Printers' Ink Weekly*.

\$102,696,683 or 94.56% of the amount was expended by advertisers subscribing to *Printers' Ink Monthly*.

The circulation break-down given below, shows 1,695 readers in these organizations—more than eleven to an advertiser.

Summary of the actual readers of the Printers' Ink Publications among the 145 largest Magazine Advertisers	Readers of P. I. Weekly	Readers of P. I. Monthly	Readers of both Weekly & Monthly	Total Weekly & Monthly Readers
Total Readers.....	1,508	1,240	1,053	1,695
Major Executives .....	174	158	142	190
Sales Executives .....	231	192	152	271
Advertising and Sales Promotion Executives .....	286	253	237	302
Asst. Major Executives, Branch Managers & Miscellaneous	817	637	522	932

[ An analysis of 535 leading national newspaper advertisers for 1929 to determine coverage afforded by circulation of the *Printers' Ink Publications*, is now being made and will be published when completed. ]

**Printers' Ink Publications**  
185 Madison Avenue New York, N. Y.

\*This list appeared in *Printers' Ink*, January 23, 1930. Figures compiled by the Denny Publishing Co.

## Syndicate Advertising Services For Sale At a Sacrifice!

Can be bought for a fraction of the actual cost of production. Services cover over thirty different retail lines of business. Salable in every section of the United States, which is practically virgin territory for their sale. Produced by a reputable organization not having the time to devote to this proposition in addition to its regular business. This is an opportunity of a lifetime for a syndicate company to add to its present lines, or for an individual or concern desiring to enter the syndicate advertising field to buy a complete and ready business. Act at once.

### Address

"U," Box 264, Printers' Ink

## A \$10,000 Man

### Advertising and Sales Executive for Grocery Products

This man's experience and capabilities are extremely good. He knows brokers, chains, wholesale grocers, wagon jobbers, and voluntary chains throughout the country. Strong on man-power and developing salesmen; also keen for the power of the sound plan, arranged from thorough analysis. He handles advertising so that it is co-ordinated with the sales program for exceptional results. His present connection lacks certain congenial elements.

If it is a real business opportunity he will join a manufacturer who sells the grocery trade, an advertising agency or a publisher for work on accounts of grocery products. Age 40. Happily married.

Write "W," Box 266  
Printers' Ink

of the Aesop Glim series has been the author's unwillingness to compromise. He has been attacked for his didacticism, but, after all, if fundamentals are going to be fundamentals a writer might as well be didactic, even dogmatic about them, instead of trying to assume the uncomfortable attitude of a not particularly happy perambulant on a tight-rope.

The Maytag Company has developed an appliance designed to go along with the Maytag washer that offers a novel example of plussing the sale. As a matter of fact, it really isn't quite proper to call it an "appliance." Actually, it is nothing more than a table top, made of aluminum. It fits over the top of the washer after the wringer has been removed.

As the Schoolmaster sees it, this table top, a simple idea after all, serves a number of valuable purposes. In the first place, an objection to electric washers in many homes is that kitchens are so small as to make it impossible to find room for both a table and a washer. By combining both, that obstacle is neatly overcome.

A second point is that it adds an item to the company's output that fits in smoothly with the main manufacturing process but which, nevertheless, helps build up the annual dollar volume. A third point is that the retailer is given an opportunity to make a better selling talk by being able to show how the washer can be made to serve a double purpose, he is in a position to add to his profits and, since most dealers handling washers sell other appliances, he can keep the table top in the background until after the washer has been delivered and then use it as an excuse for a later call.

## To Direct Southern New England Telephone Advertising

R. B. Bush, publicity director of the Southern New England Telephone Company, New Haven, Conn., has taken over the duties of advertising manager. In this capacity, he succeeds the late John G. Miller. Mr. Bush will handle the company's advertising until July 1, when a definite appointment will be made.

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## Government Reports New England Surveys

For the purpose of providing information on the industries and income-producing activities of New England that will be helpful to distributors both within and outside of that territory, the Department of Commerce has issued two reports on surveys which it has conducted. The most recent report is entitled, "Industrial Structure of New England," which records data on marketing methods based on the experiences of 5,000 companies. Copies may be obtained from the Government Printing Office on payment of \$1.30.

A previous report, "Commercial Structure of New England," is available on payment of ninety-five cents. This describes marketing areas and analyzes buying habits of various types of consumers and deals with wholesale and retail merchandising practices.

## Life Insurance Sales for April

New ordinary life insurance sales for April amounted to \$839,531,000, as against \$793,786,000 for the corresponding month of 1929. This represents an increase of 5.8 per cent. New ordinary life insurance sales for the first four months of 1930 amounted to \$3,167,656,000, as against \$2,967,536,000 for the corresponding period of last year, an increase of 6.7 per cent.

These figures are based on a report of the Association of Life Insurance Presidents and aggregate the business, exclusive of revivals, increases and dividend additions, of forty-four member companies, which have 82 per cent of the total volume of life insurance outstanding in all United States legal reserve companies.

## Vac-Cap Account to Badger and Browning

The Vac-Cap division of B. F. Perkins & Son, Inc., Holyoke, Mass., has appointed Badger and Browning, Inc., Boston advertising agency, to direct the advertising of Vac-Caps, a device for converting common radiator air valves into vacuum valves.

## Marine Account to Littlehale-Burnham-Rossiter

Sparkman & Stephens, New York, naval architects and yacht brokers, have appointed Littlehale-Burnham-Rossiter, Inc., New York advertising agency, to direct their advertising account. Boating publications will be used.



## PLENTY

Seeds of ideas covering nearly every conceivable subject in Hux latest catalog. Send one dollar NOW for catalog showing nearly 2500 illustrated ideas. Electros of each subject on hand always in four handy sizes. Your dollar refunded with first order.

Hux Cuts, 11 W. 42nd St., N.Y.C.

## designer

A leading 4A, New York Agency has an opening for an experienced designer. He must know contemporary design, letter competently, understand type, and possess the technical facility to make a comprehensive layout. Apply by letter, stating experience, references, age and salary expected and enclose samples of work, which will be returned. Address "V," Box 265, Printers' Ink.



To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly binder holding seven to nine copies \$1.25, postpaid. Monthly binder holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

**Printers' Ink Publications**  
185 Madison Ave. New York



## The Building Authority

in the community is the lumber dealer. It is to him builders come for advice regarding which materials to use. The way to get his co-operation on your product is to tell him its merits and profit-possibilities through the paper he reads regularly—the

### American Lumberman

CHICAGO

Est. 1873

A. B. C.

## "Second Growth Hickory"

That's just what this Mechanical Engineering graduate is. He is seeking a connection in a well established advertising agency where ability, personality and aggressiveness will reward him later. He is 25—a graduate of Purdue and wrote a lot for the daily and year book. Took a 15-month training course in steel mills, then in sales engineering in Illinois and Indiana.

Has broad acquaintanceship with major and industrial executive. Has wealth of contacts with the larger local business institutions. Has done extensive sales promotional work, collateral advertising and writing.

Particularly qualified in steel, rubber, motors, chemical, lumber and general building materials.

There are several agencies right here locally who will profit largely by securing this man's service.

Address "C. K.," Box 289, Printers' Ink, 231 South La Salle St., Chicago, Ill.

**For HOUSE MAGAZINES  
And TRADE JOURNALS  
STORIES by Best-Known Writers  
ARTICLES by Foremost Authorities**

*Editors' Inquiries Invited*

**WILLIAM GERARD CHAPMAN**

(Est. 1903)

334 So. Wells St.,

Chicago, Ill.

## frank a EBOLI studio

31 East 27th St., New York  
Telephone: Ashland 5283

## A. B. Sweet Wins Western Golfers' Tournament

Arthur B. Sweet, Chicago Daily News, won low gross honors in the recent tournament of the Western Advertising Golfers' Association held at the Midlothian Country Club. His card of 116 for the twenty-seven holes of play led a field of seventy members and guests who turned out for the first of the organization's annual series of tournaments, following a pre-season event at Excelsior Springs, Mo., last month. D. E. Sawyer, Williams & Cunningham, Inc., was runner-up with a score of 117.

F. J. Maxted, Crowell Publishing Company, had the winning low net score, 135-27-108. Second place went to Ray W. Clarke, Liberty, with 141-29-112.

Prizes were also awarded the winners and runners-up in eighteen-hole foursome flights. These were as follows:

A. B. Sweet and Donald G. Heiny; H. W. Markward and George H. Hartman; M. D. Stewart and James Mason. C. L. Overtaker and F. S. Wilcoxson; Joseph N. Morency and Charles H. Shattuck; H. G. Schuster and E. E. Goble; H. S. Irving and Ralph H. Niece; B. C. Wheeler and R. B. Johnston; C. W. Wallis and W. Washburn; F. J. Maxted and Fred T. Bangs; J. H. Williams and G. H. Abbott; F. S. Klander and W. M. McNamee; G. F. McCallum and C. J. Harrison; R. W. Clarke and E. S. Pritchard; R. A. Frederick and W. F. Kentnor; Charles M. Sloan and L. M. Bishop, and H. K. Clark and H. A. Koehler.

## Story & Clark Radio to Williams & Cunningham

The Story & Clark Radio Corporation, Chicago, has appointed Williams & Cunningham, Inc., advertising agency of that city, to direct its advertising account.

## To Direct Neva-Clog Sales

Frank R. Curtis, formerly with the Scroll Art Company, Bridgeport, Conn., has been appointed sales manager of Neva-Clog Products, Inc., of that city, manufacturer of No-Ring loose leaf notebooks and Neo-Clip binders.



# "GIBBONS knows CANADA"

# Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75  
First Forms Close Friday Noon; Final Closing Saturday

## BUSINESS OPPORTUNITIES

**WANTED: FREE-LANCE COPY WRITER, ARTIST OR AUTHOR TO SHARE MY LIGHT, COMFORTABLE, WELL-FURNISHED OFFICE in mid-town. Reasonable. Box 966, P. I.**

## PUBLISHERS

This advertisement is directed to a publisher who requires aggressive representation in the Eastern territory. Trade paper preferred. Box 959, Printers' Ink.

## WANTED—A PARTNER

Partner wanted with \$10,000 or over cash. Well-established business publication, now doing gross business of \$200,000 a year. Partner must be man qualified to take charge business and office management. Other qualities desired—integrity, congeniality, ability. Between 30 and 40 years of age. Write, giving complete experience. Box 961, Printers' Ink.

## EMPLOYMENT SERVICES

Formerly with "C & H" and Other 4-A's

**WALTER A. LOWEN, Pres.**

Vocational Bureau, Inc. (Est. 1920)

We function as "A Clearing House for Misplaced Adv. Personnel." Call in person, 9-2. 106 W. 40th St., N. Y. C.

## Muncy Placement Service

Specializing in Advertising Personnel

Elizabeth Muncy for ten years in charge of the Employment Bureau of A.A.A.A. Her personal attention to all placements. 280 Madison Ave., New York  
Caledonia 2611

## HELP WANTED

## MONOTYPE COMBINATION

**OPERATOR**, accurate, who can keep machines in good order. Box 960, Printers' Ink.

**MANAGER**—thoroughly experienced capable supervising all departments successful monthly trade magazine located New York City; has 20,000 A.B.C. circulation. Please write fully experience and salary expected. Box 964, P. I.

## WANTED—A SALES MANAGER

preferably with a background of experience with food products. Our principal products are the Citrus Juices, Citrus Oils, Citric Acid, Pectin, etc.

An exceptional opportunity for anyone who wants to live in Southern California and start at a moderate salary until he has made good on the job. Please state age, married or single, full details of experience, and references in first letter.

Personal Attention: E. T. Cassel  
Products Department  
California Fruit Growers Exchange  
Ontario, California

**Publicity Man or Woman for Jewish social service organization—\$3750 to \$5000 annually. Write fully. Box 956, Printers' Ink.**

**COPY WRITER**—Chances are the man we seek is now with some Eastern agency—but he knows enough about the Southeast to want to grow with that section. He's a college graduate, around 28 years of age. Moreover, he's a friendly cuss who values a congenial connection. The man must be able to write blamed good copy—letter of application will tell all about himself, as well as his experience. Address: Advertising Agency, P. O. Box 1658, Atlanta, Georgia.

## POSITIONS WANTED

**LAYOUT, DESIGN AND LETTER MAN** who has worked for two nationally known agencies desires full or part-time position with agency, art service or printing house. Box 969, Printers' Ink.

**ARTIST** desires position with industrial agency in or near New York. Illustration in dry brush, wash, color, visuals and comprehensive layouts. Art director experience. Box 957, Printers' Ink.

**SECRETARY-STENOGRAPHER**—High school graduate; experience covers magazine, advertising and sales work; able correspondent; efficient in handling detail. Competent. Salary \$30.00. Box 968, P. I.

**ARTIST** space wanted in agency by high-grade free lance photoretoucher and letterer. Box 958, Printers' Ink.

**Opportunity Wanted!** Young woman, college trained, wishes any promising connection with advertising agency. Eight years' experience as office executive. Can write copy and sales letters. Interview earnestly requested. Box 967, P. I.

**ADVERTISING MAN—PROGRESSIVE, THOROUGHLY EXPERIENCED IN ALL BRANCHES**, capable assisting in Sales Work—desires position with future. New York State preferred. Salary \$3,500. Box 965, Printers' Ink.

## EMPLOYER'S OPPORTUNITY

Excellent copy writer, layout idea man. Over 10 years' experience all phases advertising. Have handled mail-order and direct-mail advertising departments. Will accept low salary from agency or retailer for opportunity. Box 962, P. I.

## YOUNG CREATIVE ARTIST

seeks position offering a permanent berth with a live and growing organization that believes in the principle of rewarding merit.

Now connected with 4A agency.

Thoroughly experienced, knows the limitations, possibilities and practicalities in producing original plans and ideas, who knows that "the idea is the thing"—who can create the idea and make it salable.

A good Artist himself—samples of work show versatility. Box 963, Printers' Ink.

# Table of Contents

How Packard Lessens Unemployment by Budgeting Sales G. A. NICHOLS.....	178
Write It with a "Whoosh"—Read It with a "Humph" ERNEST S. GREEN, JR.....	179
On Being Advertising-Minded FRANK FINNEY, President, Street & Finney, Inc.....	180
Advertising Agencies Emphasize Fundamentals of Business.....	181
An Academic Definition of Merchandising, Marketing and Distribution E. T. GREYER, Department of Economics, University of California.....	182
The Art Director and His Work AESOP GLIM .....	183
Consumptionism EARNEST ELMO CALKINS, President, Calkins & Holden, Inc.....	184
Rewarding Salesmen for Suggestions.....	185
Advertising Federation Adopts New By-Laws.....	186
How the Squibb Dealer Stock Ownership Plan Is Working Out.....	187
The Automotive Industry Is Learning to March in Step.....	188
Congress Proposes a Charge for Post Office Directory Service.....	189
Don't Out Prices Just Because Business Is Hard to Get! A. H. DEUTE, General Manager, The Billings & Spencer Company.....	190
That Problem of Advertising Agency Personnel M. L. WILSON, of The Blackman Company.....	191
Using Picture Projectors in House-to-House Selling.....	192
What Groucho Says.....	193
Picture-Symbols of Product Content W. LIVINGSTON LARNED.....	194
That Pesticiferous Guarantee.....	195
What Advertising Is Doing for Eatmor Cranberry Growers.....	196
Editorials.....	197
Too Much Showmanship in Advertising Conventions—Farmers as a Force in Merchandising—Mergers and Economics—Dealing in Billions.	
The Little Schoolmaster's Classroom.....	198

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# Why stripping gets a front seat in America's finest engraving plant



Chicago, Ill., photo  
shows view of  
Grant Park and  
Lake Michigan  
from America's  
best engraving  
plant. Charlie Sloan  
is the man  
with his nose al-  
most touching the  
etching club. Charlie  
'stripping' and  
plans to have a  
hot spot for the  
city. Note the light  
of the sun and the  
of the air is fine  
up here in  
Chicago's sky-  
craper engraving  
plant.

Experts agree that there is one step in photo engraving that overshadows all others in importance, by every standard of modern advertising requirements—stripping or negative in-  
serting. Here 71% of all jobs reach the crisis. In this superb  
shop, 'stripping' gets a 'break'. Every precaution  
known has been taken to prevent mistakes, insure accuracy,  
and to bring out the very best in the most expert craftsmen  
the profession can boast of in Chicago's skyscraper plant.

**COLLINS & ALEXANDER, Inc.**

(formerly Collins-Inglis, Inc.)

*America's finest engraving plant*

**W**ITH ITS OVERWHELMING

CIRCULATION OF 846,108 DAILY

AND 1,116,031 ON SUNDAY, THE

CHICAGO TRIBUNE IS THE ADVER-

TISING MEDIUM WITHOUT PEER

FOR SPURRING SALES IN CHI-

CAGO AND THROUGHOUT THE

GREAT CENTRAL MARKET!

**Chicago Tribune**

THE WORLD'S GREATEST NEWSPAPER